

CHAPTER NINE: ANGER, VIOLENCE, AND DEPRESSION

Just when you thought you've learned every unusual thing there is to know about emotions, I'm going to hit you again. You know negative emotion lives on a spectrum and you know positive emotion lives on a spectrum. But what to do about those "ends of the spectrum"? How do we REALLY transform the negative energy into positive energy?

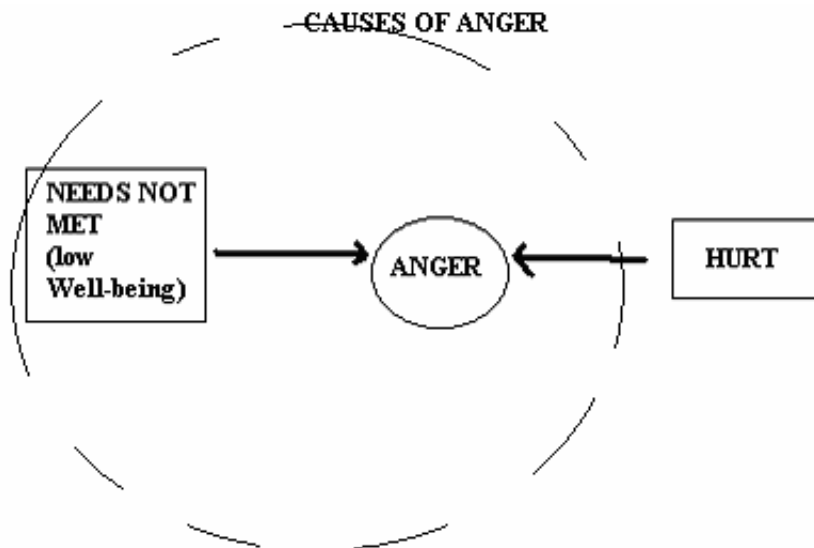
At this point, we have enough tools to combine much of what we know TOGETHER. Many times people find themselves in tight spaces with emotion. We get lost in the emotion of divorce, job loss, infidelity, politics, war, and terrorism. We feel lost. And when you feel lost, there is nothing like finding a MAP.

What I am about to show you is the first of two incredible MAPS—so incredible in fact, that combined, they demonstrate to you any and every human behavior when it comes to emotions. Every hurt, loss, anger, anxiety, depressed, addictive, overeating, overspending, compulsive, impulsive, obsessive, masochistic, sadistic, violent, aggressive, heroic, assertive, courageous, nurturing, confident or passionate thing you have ever done is drawn out for you in intimate anatomical detail. An x-ray of your soul to study, learn from, and change because of.

Not only do these MAPS explain all emotions of a single individual, they explain the behavior of groups of us too—families, communities, corporations, and even nations. A business is legally a “person”, and so what you are about to learn regarding anger, depression, and violence applies equally well to your company as it does to you as an individual. Companies have self-esteem, and stress, get depressed and hurt economically, as well as doing violence to others, or to their own employees or stockholders. So even whole groups of people, like a corporation, are also are capable of generating the kind of self-esteem called well-being.

Let’s build a “MAP” for ANGER

If we master these two ends of the emotional spectrum, using an ANGER MAP and an ANXIETY MAP, then we learn to master EVERY uncomfortable emotion in between. To build a map we will need to “know the territory.” That means learning every speck of the possibilities that surround “angry situations”.



There are only TWO CAUSES of anger in the world; everything that has ever contributed to anger has been one of these two:

1. HURT, that type of stress attacking your boundary from the OUTSIDE

Or

2. Your NEEDS NOT being MET on the inside, which is the same as being LOW on well-being.

Everything that has EVER happened to you or your company that generates anger has been either a “hurt” from outside the boundary, like a “hostile takeover” or else it has been a lack of needs being met on the inside. A lack of funding or capital to begin with.

ANGER: Caused by HURT, or by your NEEDS not being MET

Say that you went into a store and NONE of your needs in life are met—and I mean the things that would make your life IDEAL for you. You don't have much money, no friends, no love, no spouse or partner, no free time, poor health. You are LOW on well-being, that self-esteem energy that feels like being “mothered”.

Now say on top of this, the clerk in the store is RUDE to you, making you go to the end of the line—a very long line. That's a stress called HURT. What are you likely to feel or do? GET ANGRY!

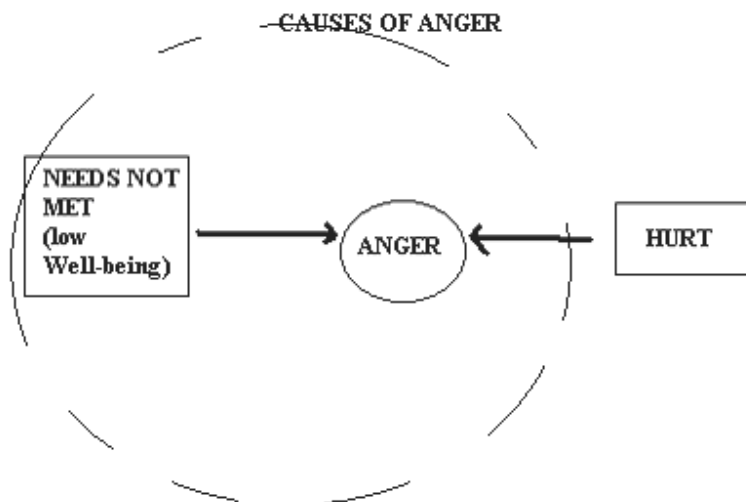
Well, what if on the flipside you went into that store and you were FULL of well-being. ALL YOUR NEEDS ARE ALREADY MET. You have as much money as Bill Gates, you have a thousand friends, the perfect marriage, no need to work so you can spend your time on fun things and leisure, and you have great health.

Now say that the store clerk is again RUDE to you and makes you go to the end of line as a laughing stock (a HURT). What are you likely to do? SHRUG IT OFF! You don't care. I mean, you have more money than Bill Gates and lots of love—what do you care? You might even feel bad for the clerk—charitable—and offer him a job with your company since he doesn't seem to like his current job!

What is the difference between the two situations? YOU!!! The clerk did the same thing each time, but YOU and YOUR LEVEL of well-being was the difference. And guess what? You are responsible for your own level of well-being once you are an adult.

Sorry, I had to learn this lesson the hard way too. Once we are adults, it is no one's job but our own to fill up our boundary tank with the nurturance of well-being.

Hurt and Well-being are opposites that can cancel each other out



In fact, well-being **STRENGTHENS** your personal boundary against the stress called *hurt*.

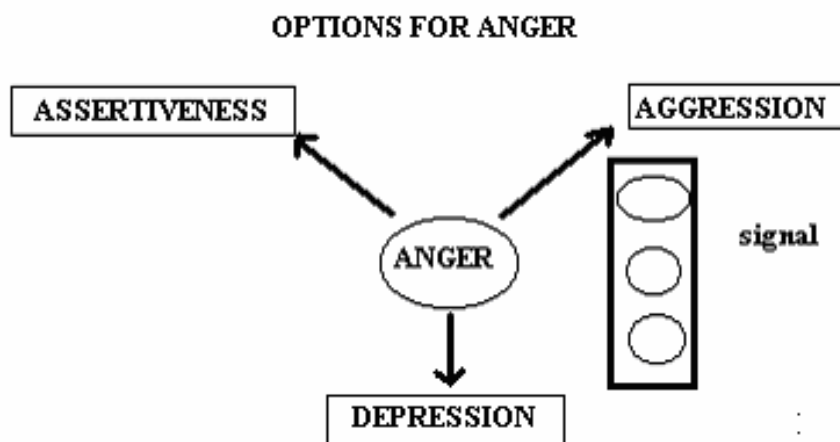
If hurt gets in, then it cancels out an exactly equal portion of your well-being in a puff of smoke, like anti-matter colliding with matter, and leaving a vacuum called anger.

If your well-being is much greater than the hurt coming at you, then even if hurt gets into your boundary, it is inconsequential.

Your personal boundary really is like a shield against stress—your first line of defense in fact. But if you have some holes there or the hurt is just so overwhelming that it busts into you anyway (called a trauma), then the winner of this struggle depends on which is a bigger force—your positive energy inside you or the negative energy coming from outside you.

There was a saying when I used to be an anesthesiologist—“it’s not what you do; it’s what you do NEXT.” What this means is that for every mistake we make, there is often an immediate correction. Say that your well-being is smaller than the hurt coming at you. You get angry. It’s what you DO with the anger NEXT really matters. What now?

The only THREE Possibilities for Anger



Once angry, there are only three things you have EVER done with it, only three options for anger in the world:

1. Get *DEPRESSED* with it, by being passive, making NO DECISION, which as we know is like being a little “less alive” by definition.
2. Do *AGGRESSION*, which is a DESTRUCTIVE decision to use anger in a WIN/LOSE way, hurting others in order to “dump” our anger into their boundary, and get our needs met at THEIR expense.

Or

3. Do *ASSERTIVENESS*, which is a constructive decision to use anger in a WIN/WIN way, going out and taking care of our needs for ourselves.

Do you see how we are needing to use all of our internal resources to process this emotion of anger? It is similar to how all the working parts of a computer use its cooling system and electricity. The energy PERVADES the system just as in a computer, or just as OIL pervades the whole working systems of a car engine—it bathes the pistons, the chambers, the axles, the fans—everything is bathed in oil to run smoothly. That is what well-being does for your psychology.

Well, what if we were to learn and understand EVERY option there is for anger. Then you would know BOTH what it is you do RIGHT with anger, and what you do WRONG, to correct that. The first mistake we do with anger is to allow it to get us *depressed*.

DEPRESSION

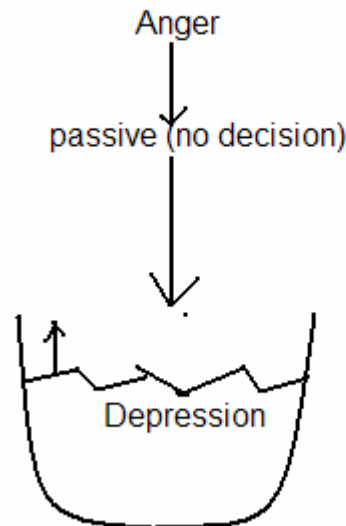
OPTIONS FOR ANGER



Lets look at our FIRST option for anger to be employed—being PASSIVE, like the Rat in our initial fable. When we are passive with anger, it has a natural tendency to just “store up” in us, as if in a great big pot of limited size.

Early psychologists described depression as “anger turned inward”. Well there is some truth to that assertion. When we save up our anger, as if in a grudge—or in doing the “silent treatment” to others, or in being “passive-aggressive”—we are filling up with anger while denying it is even there. Since we learned in the 1st Law of Thermodynamics that “energy can neither be created, nor destroyed”—just transformed, then those hurts and lacking needs we endure HAVE to go somewhere. They just fill us up inside in that tank that we might as well re-label as “depression”.

A Depression Tank: Stored up Anger
 *all Depression is simply ANGER



If our “depression tank” fills to the brim, busting at the seams with anger, it will surely someday explode out. And in the meantime it influences our thinking in all kinds of pessimistic ways. Some studies show it even influences our physical health and suppresses immune function, encouraging cancer.

OPTIONS FOR ANGER



Many will tell you that their DEPRESSION feels like being “less alive”. This is in part because Depression is a PASSIVE option for anger. This passiveness is like the Rat in our story. He LACKS intuition about how to read environments to make things go more his way. He has an overabundance of conscience on the decision spectrum, and tends to masochistically “take on the weight of the world”, not realizing he is quite angry about this self-imposed prison of depression.

When we just let our anger sit inside, it turns on us, making us depressed. Since “decisions are the definition of life”, then the first step in curing nonbiological depression is to start making decisions, and to actually start getting ANGRY. Turn that “down arrow” to an “up arrow”.

At a young age, many of us were taught by our parents or cultures that anger is a “bad word”. To get “angry” was a no-no. This is a BIG problem. We NEED anger—it is a useful signal telling us we need to DO something.

Well the first step to getting out of a personal or corporate depression is to get angry and use Observing Ego to recognize that you ARE angry.

The next thing to do is to use your Left-brain's education to sift the details of WHY you or your company is depressed. What if I started out just "sad". Well, then I am stuck.

I need details: What am I sad ABOUT?

Oh, the JOB, I say. I am "sad about my job"

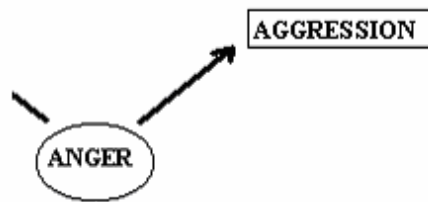
Well, what are the details I am sad about? Okay, "my boss is mean, the pay is low and the hours are long."

Notice how these details of my anger are actually NEEDS that are not met. The more detail I provide, the more angry I can get about them instead of just being vaguely "sad". I may be getting ready to decide something about this, and even to TAKE ACTION.

As we just observed, many people think anger is a bad word. Now why would they think that? It could be that many people who think that are assuming that all "anger put to action" must be *aggression*, or violence. This is a mistaken assumption.

AGGRESSION

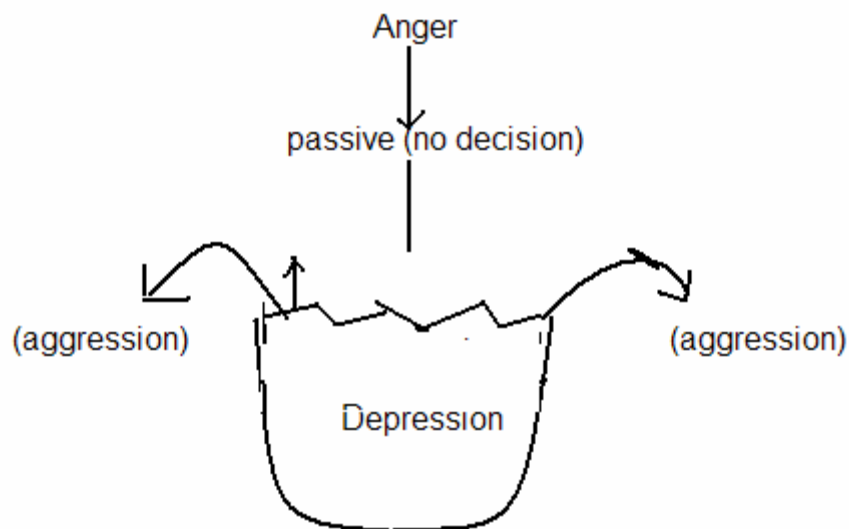
OPTIONS FOR ANGER



The second option for anger is to actually decide to use it. Unfortunately many people think that this is the **ONLY** way to decide to use anger: **AGGRESSION**, which is a destructive, WIN/LOSE way of using it.

So many people just “don’t get angry” and leave themselves only the option of **DEPRESSION**. This is a common feature in “Adult Children of Alcoholics”, whose parent suppressed emotion of any kind, **ESPECIALLY** *aggressive* emotion.

A Depression Tank: Stored up Anger *all Depression is simply ANGER



Indeed, *aggression* is a destructive, WIN/LOSE action that dumps anger into someone else's boundary. That's exactly what the alcoholic person DOES, and it makes sense to understand the famed "serenity prayer" as a wonderful explanation of a personal boundary:

"God grant me the serenity to accept the things I CANNOT change (outside my boundary), the courage to change the things I CAN (inside the boundary), and the wisdom to know the difference (which is the boundary itself)." Make sense?

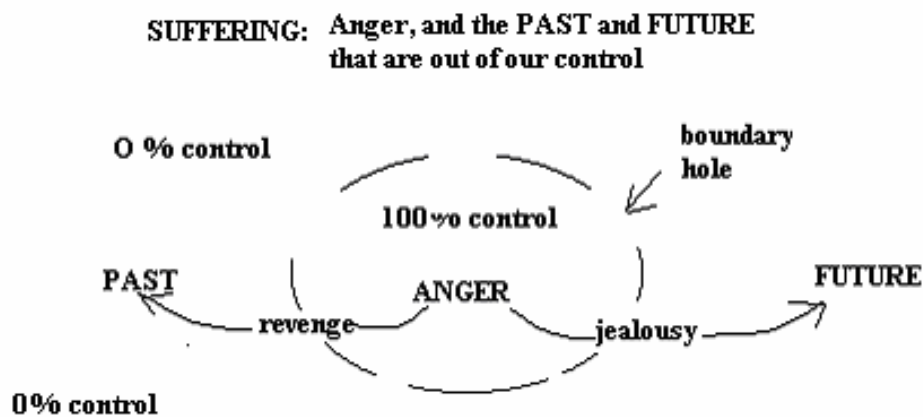
As such, aggression is immature and childish because it DOESN'T RESPECT other people's boundary. It sees the world as a place of SCARCITY, in which to WIN, someone else must LOSE. This is also SUFFERING, because we can never "make" somebody "lose" a battle.

Alcoholics (and all people being destructive) see the world as a WIN/LOSE place of scarcity. Everything in life is a competition for them. "Competition" DEMANDS aggression as our mode of anger, because competition demands a winner and a loser.

We have all these equations now to use: Pathological Narcissism = WIN/LOSE behavior = a wish to control what is outside our boundary = suffering = the mode of use for anger that is called aggression. So aggression is a form of suffering because it seeks to control the uncontrollable, to make someone else lose so YOU can win—to make someone HURT, so that you don't have to feel angry or depressed anymore. Be aware that this mode is childish.

That means that by the methods of logic, that all aggression is childish. So crime is psychologically a childish act, as is an insult, as is terrorism, as is defaming someone. If you wanted a million dollars, you could a.), rob a bank, or b.), save for twenty years or nurture a business for ten years. You still get the million dollars, but in the first case you are impatient as a child, and in the second cases you are patient and disciplined as an adult.

Aggression is a form of SUFFERING, using Anger



All SUFFERING takes our energy, whether positive or negative, and spews it out into the environment without thought, planning, or purpose, wasting it on the “uncontrollable”. Since the PAST and FUTURE are not in our CONTROL, then when we burn anger on the past or future, it is suffering.

Spending anger on the past is called REVENGE—wishing to cause someone to lose self-esteem, so that we can win self-esteem through hurting them. Spending anger on the future is called JEALOUSY, suspecting that we will lose BECAUSE someone else has won something in life. BOTH are childish, and forms of SUFFERING. Both revenge and jealousy are forms of aggression.

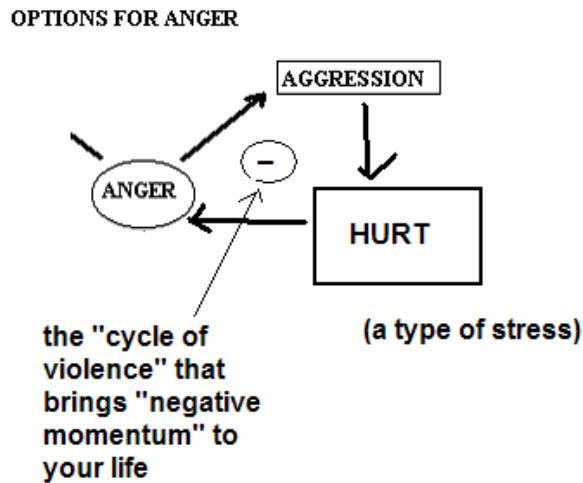
I want you to remember something fascinating now. Remember how our decision-making is run by a spectrum of conscience and intuition? And now you know that aggression is a destructive decision for the use of anger? Well that means that all of our aggression is caused by a lack of either a lack of conscience or an overabundance of intuition!

Think about this. The Rat in our fable had “too much conscience” and “not enough intuition”—he just sat there passively at the starting gate. He lacked knowledge about the environment and that held him back from even trying to race. Well the Hare in the story happens to have “too much intuition” compared to conscience, and so he impulsively dived into silly situations unprepared.

Aggression is what HARES do. Aggression is caused by a lack of conscience, and so much intuition about how the world works that we get overconfident that we (and winning) are ALL that matter. We neglect the rights (and therefore the boundary) of others.

So part of the cure for violence and aggression like Hares do, is to cultivate more conscience to match our great intuition ability like the Tortoise would do. We need to learn to feel GUILT, not SHAME at the effect that our actions have on others. When we get the slapdown of *hurt* back from society for our aggression, we start to fill our tank up with more conscience.

AGGRESSION and the “cycle of violence”



Using the example of a job I don't like: I might gossip, criticize the boss, tell everyone "how much I hate this job" and the like. I am doing emotional aggression. Some might even do physical aggression if they saved up all the anger in that depression pot down below, until it filled up to the brim and exploded!

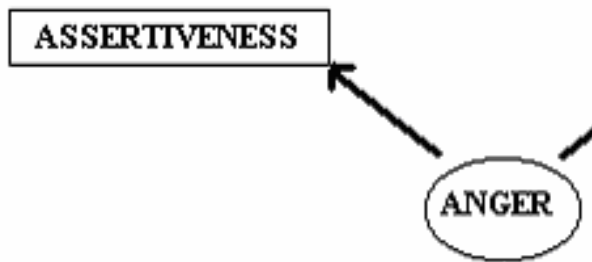
When people do aggression with their anger, the anger explodes out in the "quick-fix" way. Well, just as we learned the differences between maturity and childishness, we learn that "immediate gratification" is a characteristic of childishness. Aggression has that feature—it is a quick way out of the discomfort of anger, by just "dumping" it into others. At least for a moment, aggression feels good to do—that's WHY it is so tempting, an instant feel-good.

However, as the Nash Equilibrium taught us, a "mathematical proof of karma", society doesn't tolerate aggression and so it hurts us back to curtail it.

We can then get into a “cycle of violence” just as the Israelis and Palestinians, or Freedom Fighters vs. Terrorists. (Aggression can become a destructive habit.) The only possible scientific outcome of aggression is the new generation of more hurt and more anger.

**ASSERTIVENESS: the “third option” for Anger,
and the only cure for Depression and Violence**

OPTIONS FOR ANGER



The ONLY WAY OUT of the discomfort of anger, depression, or violent aggression is called *assertiveness*. It is the constructive use of anger, a constructive decision that sees the world as a place of ABUNDANCE and uses WIN/WIN methods.

With *assertiveness*, you learn to go out independently, patiently, maturely and get your own needs met without hurting others, using others, or doing more hurt to anyone.

Assertiveness is the only mature method of using anger. It takes adult traits of patience, discipline, respect for the boundary of others, and sees the world as a place of abundance.

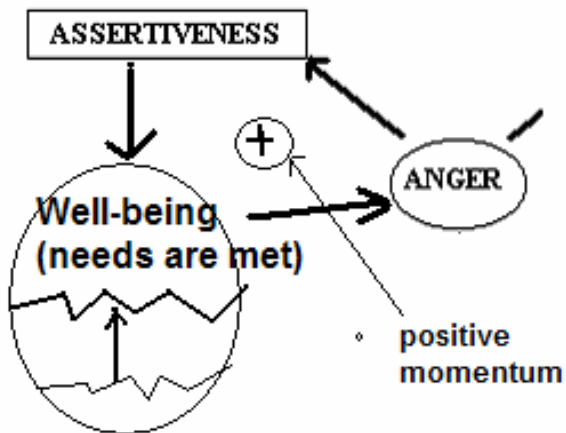
Now many people mistake assertiveness for vanity or arrogance. It is NOT. It is a healthy WIN/WIN way to use anger over your needs not being met—to use your anger in a constructive way. The instructions at the beginning of an airline flight are as useful to explain the positives of assertiveness as they are for explaining the negatives of codependence.

They say that if cabin pressure drops in the plane, there will be an oxygen mask that drops down. And they say to put it on your face even before helping your own children. Why? Because what good are you if you go unconscious? You'd all die of asphyxiation—your whole family!

Putting the mask on your own face first is a constructive, mature, adult, win/win, assertive thing to do. You have a NEED—oxygen! You have the option of being a victim-minded, depressive loser who offers to give up your mask to others, forfeiting your life to save theirs. What foolhardiness! No. Don't do that. You also have the option of aggressively stealing a child's mask to supplement your own! Now you are assured of breathing well even while that child suffocates—and your action is selfish, win/lose, and childish in itself. It is aggression! No. The mature thing to do is assertiveness—save yourself FIRST, then save others.

ASSERTIVENESS that generates Positive momentum and WINS you Well-being

OPTIONS FOR ANGER



List of Needs:

- 1.e.g. nice boss
- 2.e.g. high pay
3. e.g. low hours

Assertiveness then has patience to it, where you go out there armed with severe Left-brained detail about EXACTLY what you need. These needs are based on your unique IDENTITY, which we learned comes through work on your boundary. You slowly, patiently use your anger to go get those things you need without hurting others. Your Left-brain you may remember, helps you keep your target sight on goals. So the most efficient and therefore powerful use of anger is to aim it as a fuel for getting to your goals—and your goals with anger should be the fulfillment of your NEEDS! Ta-da! You are using ALL your inner resources on this Anger Map!

In our other example of the job I don't like, I QUIT the old job with a mean boss, low pay, and high hours, to take a NEW job that has nice boss, high pay and low hours, after slowly researching jobs and/or training for one. Doing so doesn't HURT the old employer—they will simply get a foolish replacement

Doing assertiveness creates positive momentum for my life, where I fill up on more and more well-being. In other words, I make a constructive HABIT out of assertiveness—a cycle of upward personal or business growth.

So we bring all of ourselves to the table when we use the Anger Map—our boundary causes us to more easily do depression or aggression if it has HOLES, and to do assertiveness if it has DOORS—the only way to be able to do assertiveness. What if a guy on that airplane tried to take your mask as you were helping your children get theirs on? You'd slam your door shut on him—or literally slam him—but if he instead put his own on and helped your children get theirs on, you might then assist him with his family too—you open the boundary door up to him again.

We use our decisions on the Anger Map—if conscience weighs more than intuition in us, we act like a Rat and get passively depressed, but if intuition weighs much more than our conscience's ethics, we tend to be aggressive. An equal balance helps us be more assertive.

We certainly use our emotional energy knowledge the most in the Anger Map. And finally, on the upper left cycle of the map, we get to use our intellect. We use our Left-brain's education to target a goal that is essentially our needs, and our Right-brained experience to get around obstacles to our needs, with assertiveness. Imagine flying a plane downward from the word assertiveness to the tank of well-being. You need your intellect to navigate. Your anger is one of the two fuels that your "plane" uses.

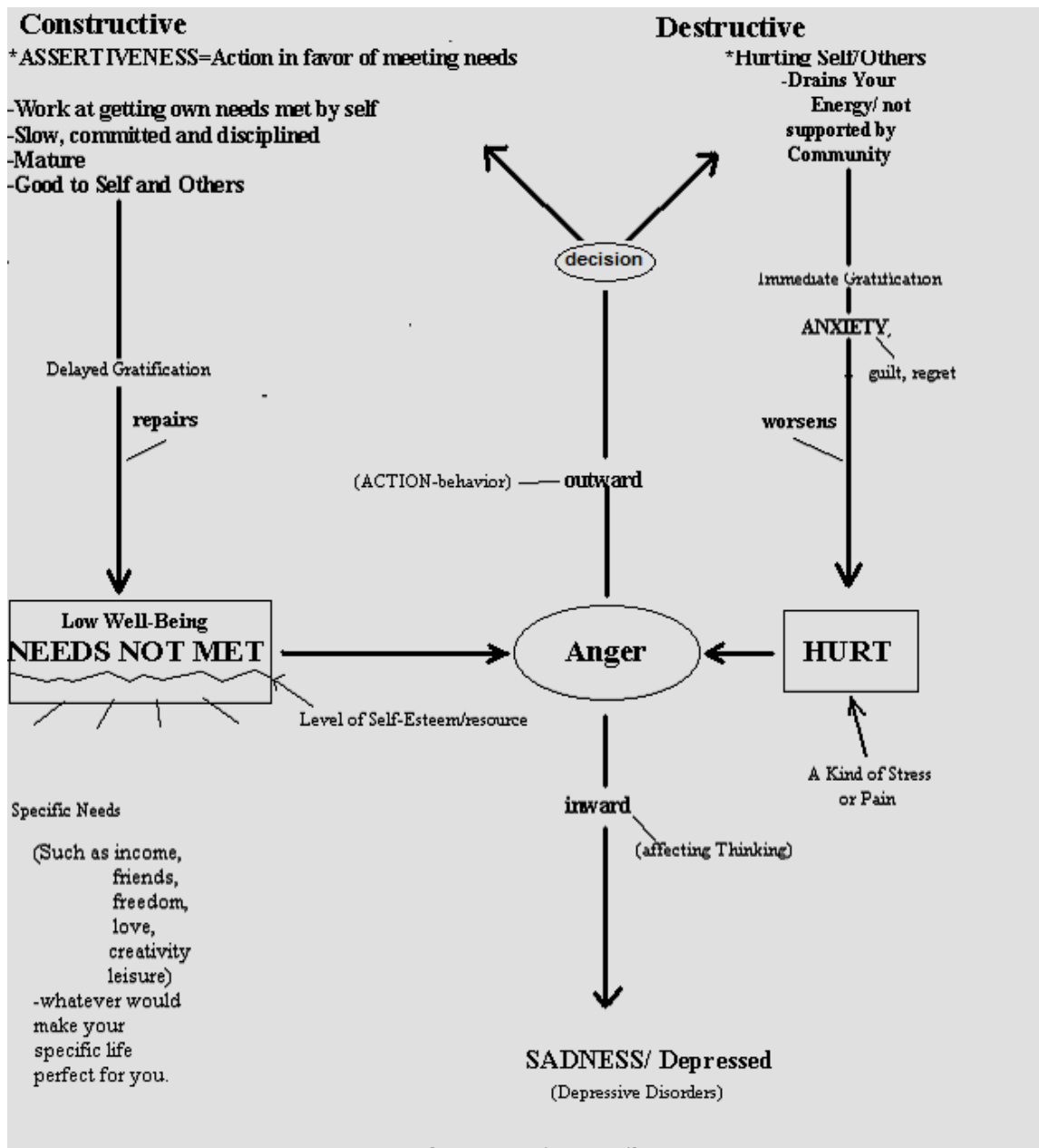
The Anger Map uses all that we've learned

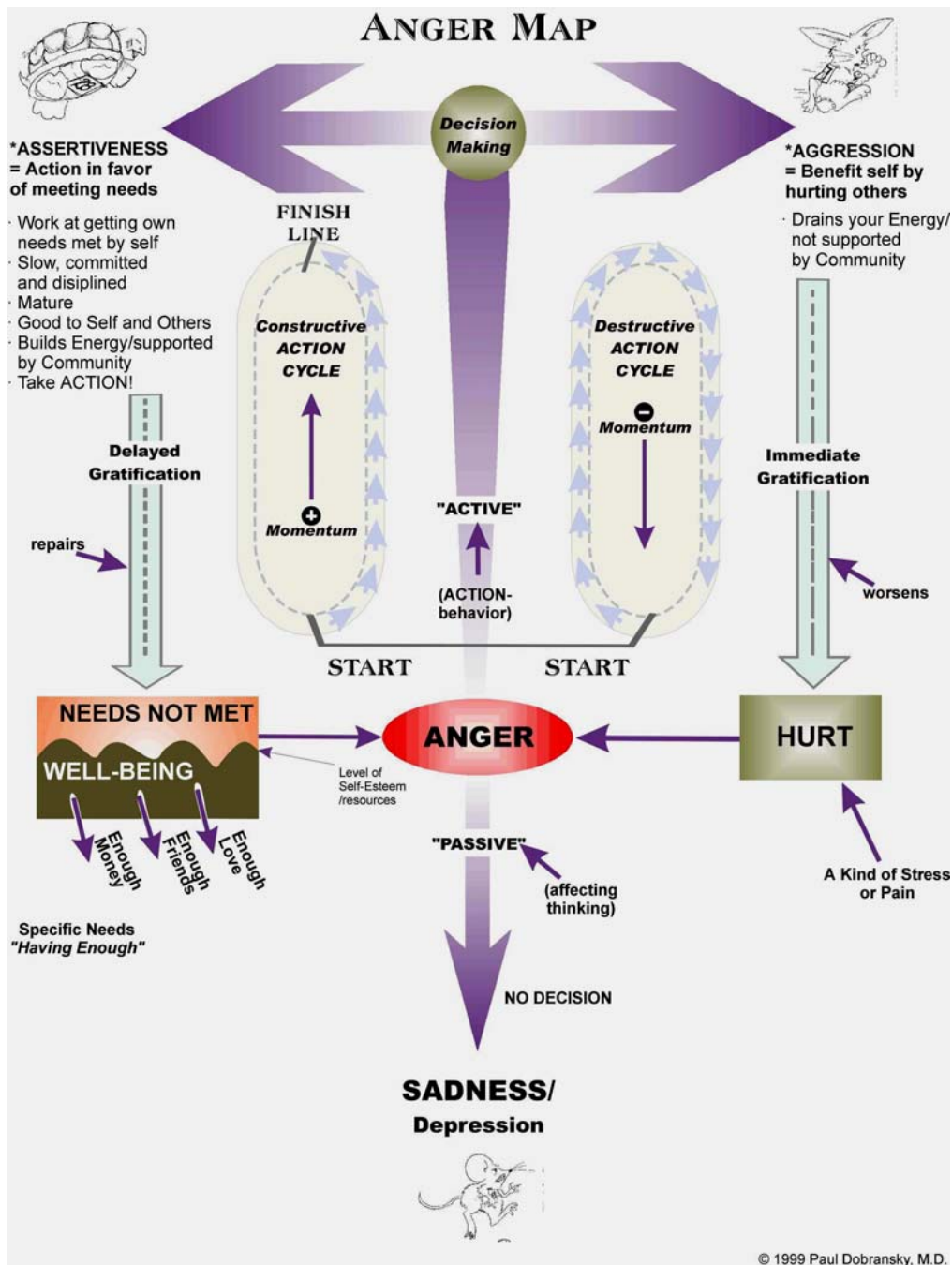
Here is another example of ASSERTIVENESS that uses good personal boundary, conscience, intuition, education, experience, and our new knowledge about anger and well-being (all we've learned):

This is similar to what some people do, erroneously thinking they are doing the right thing. What if I asked you if you want a million dollars and you said YES, sure. Then I give you a check from my account but I say, "well, the only thing is it's going to BOUNCE." Is that noble, valiant and charitable of me? NO!! It's silly, wasteful, and disrespectful of you and me. If you have nothing to back up your offers to others, you are not being charitable, valiant or noble.

The mature, assertive thing to do is to make your own money first, THEN help others. You'll help that many more, after nurturing yourself first with well-being. This is not selfish, it is mature and sensible, with a good boundary. To "give your mask away" is none other than CODEPENDENT, and giving in to someone else's narcissism. You use your "airplane" of intellect to target your financial goal with the Left-brain, while having flexibility—creatively get around obstacles with the Right-brain.

The Complete Anger Map

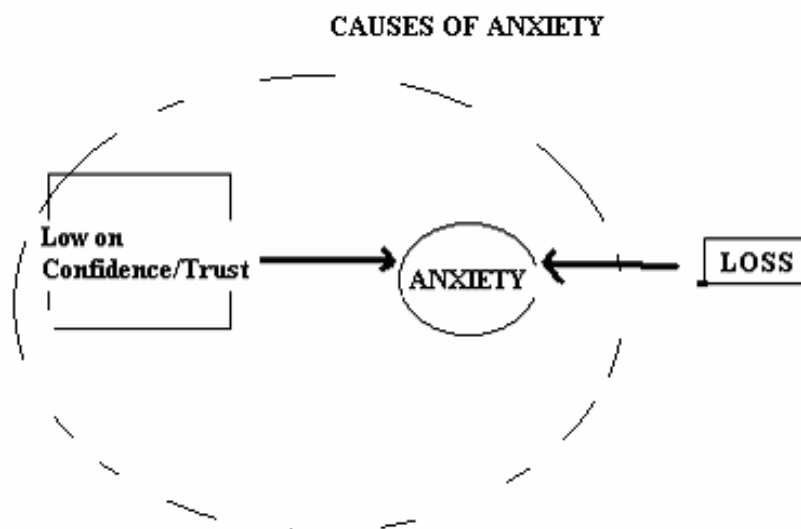




CHAPTER TEN: ANXIETY, MASOCHISM, AND ADDICTION

Now we know everything there is to know about one end of the negative emotional spectrum—ANGER. Time to learn about the other end—ANXIETY. Once we do this, we can MASTER each and every uncomfortable emotion there is, in between the two ends! Just like your mind works like a computer, anxiety is like your computer being too hot and needing a coolant fan. Well-being can “neutralize” some of your anxiety, but we want even better—anxiety can actually be converted into CONFIDENCE, the electricity that your computer actually RUNS on. Instead of just NEUTRALIZING anxiety, we can actually TRANSFORM it to a positive energy!

ANXIETY has only TWO possible causes



The ONLY two sources of anxiety in the world are *loss*—a stress coming from outside your boundary—and *being low on confidence* inside your boundary.

So your personal boundary is not only your first defense against *hurt*, it is also your first line defense against *loss*. However, if you are “thin-skinned”, with holes in your boundary, loss gets into you. It BELONGS to you now and has changed form into anxiety. Confidence actually STRENGTHENS our boundary against the specific attacker called loss in the first place though. And so CONFIDENCE is our ultimate objective when it comes to anxiety.

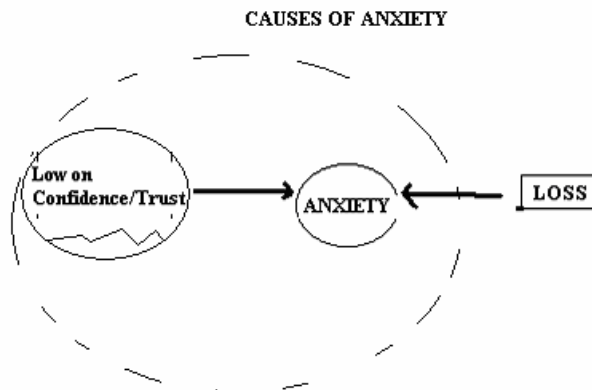
The thing people often pay less attention to is that the far more common cause is IN us—the fears we have (lack of confidence). You see, anxiety is just an energy with no particular intellectual meaning—it is a free-floating and helpful SIGNAL, like a gas gauge telling you something is WRONG, and that you need to correct it. But *fear* is an anxiety ABOUT a particular event or area of life—it has intellectual specificity.

There is something deeper though, about a fear we have. Underneath the anxiety in fear, there is actually a LACK of that emotional energy called confidence—ABOUT an event or area of life. We need to fill up our boundary tank on confidence ABOUT those specific fears we have in order to heal from anxiety.

Which once again explains why we needed to understand all the other working parts of our psychology before learning about energy! If you didn’t know all about your own boundary and its holes, then how in the world could you have had enough of a DEFINED *identity* to know exactly WHAT your fears are there? If you don’t know your strengths from your weaknesses, then how can you fix those weaknesses? And without decision-making power, how could you know WHY it is constructive to fix them? And without your intellectual skill, how could you know HOW or WHEN to fix them?

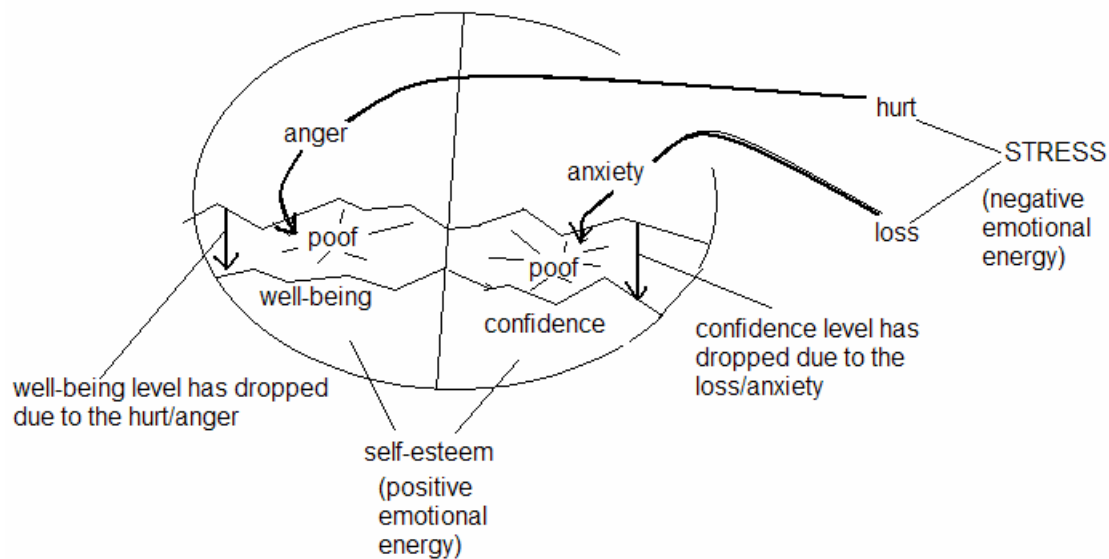
Our four psychological resources GIVE us the what, when, why, and how of life!

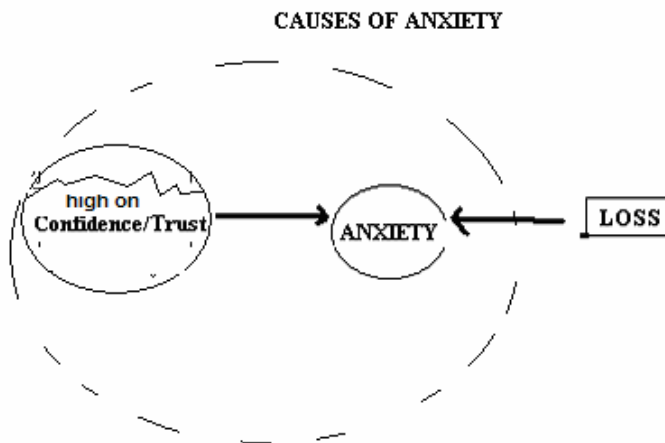
ANXIETY has only TWO possible causes



If you are LOW on confidence so that the loss DOES manage to bust through your boundary in an amount BIGGER than your confidence, then you will experience anxiety. Anxiety is like the vacuum created when confidence is taken away from you. Loss and confidence are like antimatter and matter—when they collide, there is a burst of anxiety, and the matter and antimatter evaporate. Which weighs more, wins.

Relationship of Stress and Self-esteem





However, if your level of confidence is GREATER than the amount of the loss trying to bust in, then you simply ABSORB the loss and have a bit less confidence than you did before. In fact, if your confidence is great enough in the first place, it strengthens the boundary so that the loss doesn't even get in at all—it bounces off to bother someone else!

Let's say that I have a LOSS coming in—a large bill in the mail (loss of money), and I am not very confident about how money works. I can't even balance a checkbook. What will I feel? ANXIOUS!

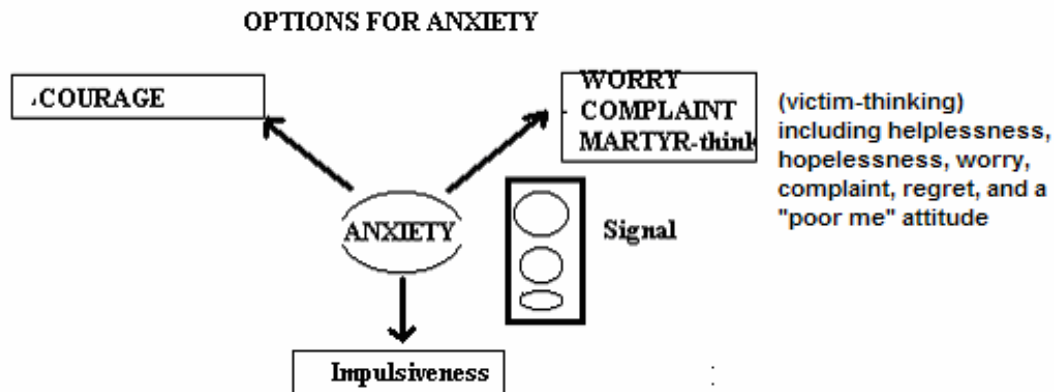
But what if I have a great deal of confidence about how money works—maybe I am trained as a tax attorney—and a large bill comes in. Even if I don't have any money at the time, I will not be anxious because I know I can generate more whenever I want!

Did you know that at one point, Donald Trump's NET WORTH was negative 2 billion dollars? Did he care? Did he fret? Well, not much.

The bottom line (no pun intended) is that loss and confidence are like matter and antimatter. They cancel each other out in a puff of smoke, and whichever one is bigger WINS and still remains.

Remember too that a business is legally a “person”, and so what you are about to learn regarding anxiety, impulsiveness, and masochism applies equally well to your company as it does to you as an individual. Companies have self-esteem, and stress, get impulsive like the “irrational exuberance of the dot-com nineties” and suffer losses economically. Companies also get masochistic toward others, or to their own employees or stock-holders, begging for labor and investor concessions. So even whole groups of people—like a corporation—are capable of generating the kind of self-esteem called confidence. This on the whole, is even termed as a national measure called “consumer confidence”. This is not some fancy ivory-tower term, it is REAL energy.

The ONLY THREE Options for Anxiety



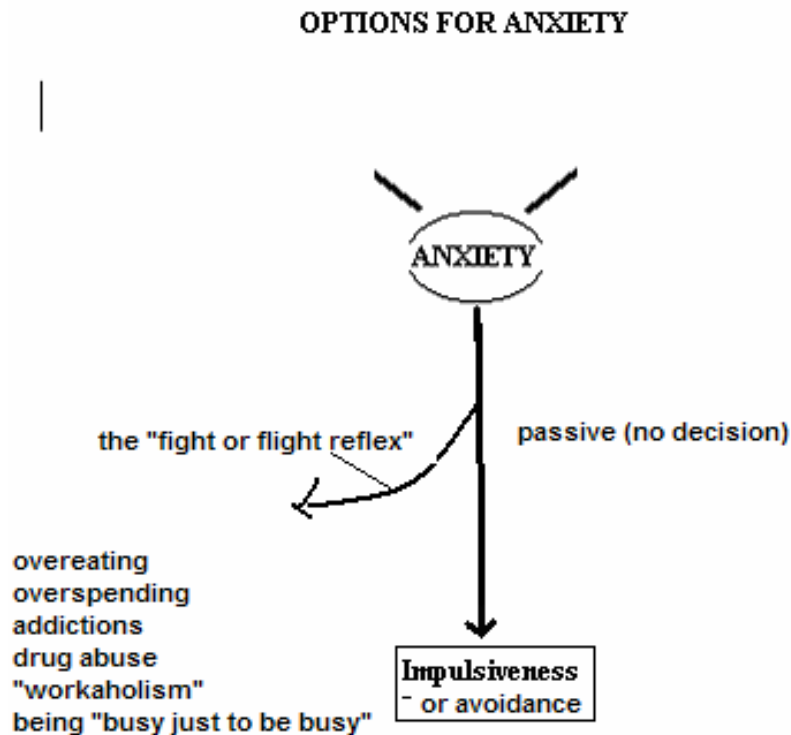
Anxiety is not good or bad. Just like anger, it is a SIGNAL. It tells you something is wrong and needs to be done. If you recall, anger signals you that you have *unmet needs*. Well anxiety signals you that you have *fears, challenges, change or risk* to face and rise to.

Let's say that either a loss HAS managed to break into our boundary, or else that we are low on confidence about some particular part of our lives.

When we are anxious, we can:

1. Be IMPULSIVE or AVOIDANT, which is the PASSIVE way to let anxiety run your body—impulsivity means “action without thinking first”, like the Hare from our fable.
2. Be a VICTIM, and think like a “masochist”, a destructive decision (WIN/LOSE) of how to think with your anxiety—carrying with it helplessness, hopelessness, worry, complaint, regret, and all the anxiety symptoms of DEPRESSION. (this is the psychological link between depression and anxiety, and the style of the Rat from our fable)
3. Finally, the ONLY WAY OUT of problems of ANXIETY, IMPULSIVENESS, AVOIDANCE, or VICTIM-IDENTITY is through COURAGE, a WIN/WIN, constructive way to think with anxiety before acting, like the Tortoise.

Impulsiveness and Avoidance: The Passive Options for Anxiety

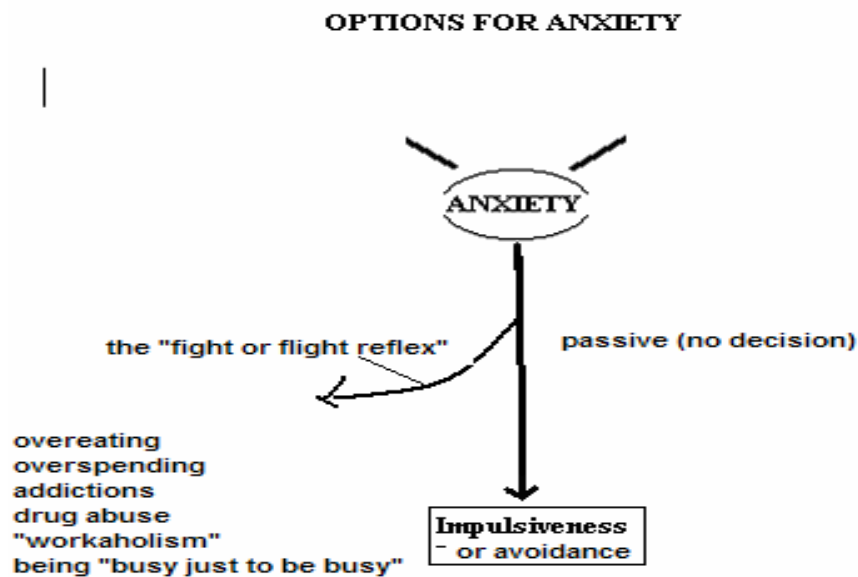


When we are passive with our anxiety and don't like to make decisions, it likes to "go on autopilot" and is run by the "fight-or-flight" reflex. This reflex makes us either impulsive or avoidant of things we need to face. When there is an anxiety or fear to be faced, our "gut" tendency is to either want to RUN from it to avoid it, or else to attack it impulsively without thinking first.

Since the Hare in our fable is action-prone, and doesn't think much, this is actually his prime method for anxiety. The Rat actually did the opposite with HIS anxiety—he thought TOO much, didn't take any action, and got all "victim-y" about it. The Hare gives full reign to his fight-or-flight reflex, and the Rat ignores it!

We need this “fight-or-flight” reflex though for one situation, and one only: SURVIVAL! Yet most of the time, we are NOT under a real threat to our lives. So what happens when we are passive with anxiety? The reflex STILL drives us to be impulsive—to act without thinking—and we overeat, overspend, get addicted, and a host of other behaviors that ironically ARE a threat on our life if we do them enough!

The Effect of Impulsivity and Avoidance



The first step to getting out of these states that feel like “being less alive” due to passiveness, is to stop “acting without thinking”—the definition of *impulsiveness*.

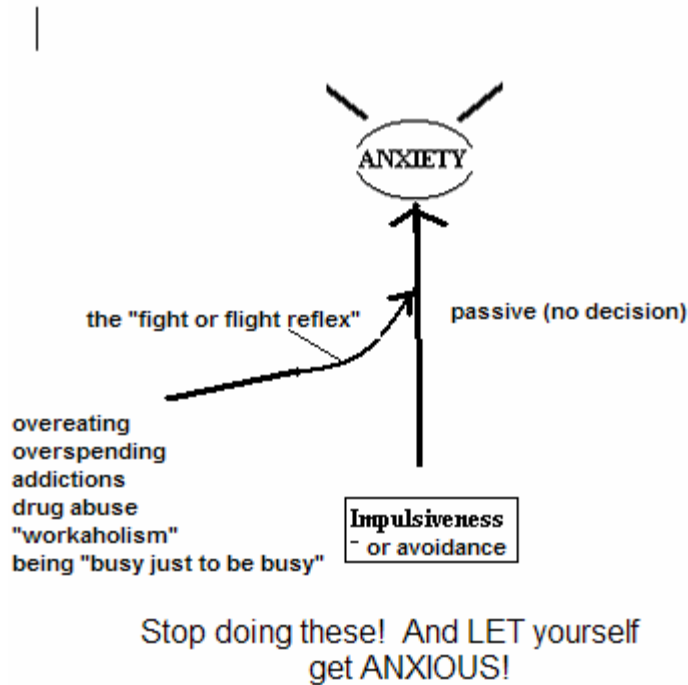
If the “fight-or-flight” reflex (impulsiveness and avoidance) is designed for our survival, but most of the time we are NOT under a direct threat to our lives, then what do you think happens when we are lazy with our minds? When we don’t use Observing Ego to think before we act? That’s right—our anxiety gets channeled into all kinds of impulsive behaviors that don’t necessarily benefit our lives.

Because we are on “autopilot”. Whatever is in front of our faces is where we spend our anxiety energy to try to lower it.

We overeat, overspend, get overworked, get addicted to drugs, alcohol, or medicines of abuse as unconscious ways of lowering our anxiety through spending it on these physical activities. They are all temporary fixes that lower our anxiety, but if the original sources of that anxiety are still present—loss or fear of loss, or lack of confidence about a particular aspect of life, then we see a rise of anxiety again soon after indulging our addiction.

Notice how ironic it is that the very reflex meant to save our lives—if left to have free reign over our behavior, and blinding our Observing Ego—actually leads to death, the very thing it was meant to prevent! Overeating can ruin your cardiovascular health and a host of other deadly health problems, and so can drug and alcohol abuse. As far as your company, overspending can lead to corporate death in the form of bankruptcy. There must be a more prosperous and healthier direction to aim anxiety—UP!

OPTIONS FOR ANXIETY



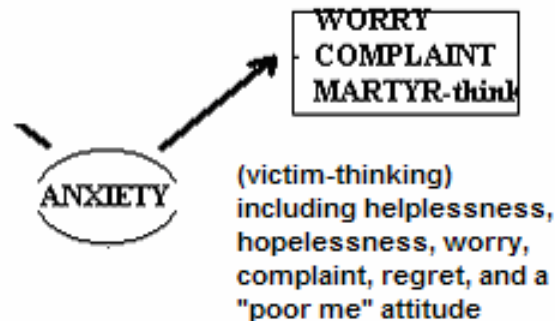
Allow ourselves to feel the anxiety and then THINK about it. Feelings CAN'T hurt us or cause us more loss, only real threats can. What if I was afraid of public speaking, lacked confidence in it, and feared a loss of respect from my audience because I am not so good at it?

I might be tempted to run away from speaking engagements, avoiding them, or impulsively yelling at those who suggest I do them. (this is where anger and impulsiveness connect)

If I STOP to THINK BEFORE ACTING, I can get in touch with this valuable signal called anxiety—turn the arrow UP. Notice how the Anger Map and Anxiety Map have some opposite properties—anger turned inward causes depression, but anxiety turned inward instead of into immediate action leads to personal growth!

“Victim-thinking”, or Masochism: the Second Option for Anxiety

OPTIONS FOR ANXIETY



“Turning the arrow, UP” leads out of addiction when we DECIDE to stop and “think before we act”. Just as with anger, with anxiety we can once again choose to be destructive or constructive. Only this time, instead of in destructive or constructive actions, we may use anxiety in destructive or constructive thinking before action. (Anger is slow to move, like “potential energy”, and anxiety is quick to move, like “kinetic energy”.)

When we think destructively with anxiety, Mind OS calls that “Victim-thinking”, “martyr-thinking”, or *masochism*, where you take on a “poor me” attitude, erroneously believing that you are truly hopeless, or helpless. You worry about the future and complain without offering solutions. You regret the past, and essentially are WISHING you controlled the uncontrollable, “dumping” your anxiety into someone else’s boundary.

Doing all this may seem harmless, but it is NOT. You are dumping your anxiety into someone else to let them worry about FOR you. It is childish, WIN/LOSE behavior, where you WIN relief but someone else LOSES their sense of peace, by absorbing your negative energy.

Is an adult person who walks and talks and can do adult things ever truly hopeless or helpless? NO! Never. Sure, a CHILD can't just go out and get a job, or buy a home to fix their problems, but adults CAN. To think otherwise is an illusion. When we get masochistic, victim-like beliefs about the world, it forces others to participate in the mechanics of OUR illusion. This is where anxiety connects to depression.

You see, the ACTION style of people who are depressed is to get passive and do NOTHING. But their THINKING style is actually one of *masochism* when it comes to anxiety. This is the essence of the total Rat from our fable—action style with anger is to be passively depressed, and thinking style with anxiety is to be masochistic. The REVERSE is true of the Hare from the fable. He gets destructively *aggressive* with his anger, but passively *impulsive* with his anxiety. The Rat is an over-thinker, and the Hare is an over-doer. So the down-arrows of passivity and right-side-up arrows of destructiveness on the two MAPS are actually reverse mirror-images of each other.

Notice how at this point, the Anger Map and Anxiety map have a further complementary and inverse relationship at the same time. If you “turn anger outward”, you start to get healthier and less depressed, but if you leave anxiety directed outward, you get more and more anxious. Anger needs to be used outwardly in action, and anxiety needs to be processed and faced inwardly BEFORE action. This all makes sense when you remember that anger and anxiety are on OPPOSITE ends of the negative emotional spectrum.

When someone is depressed and inactive—like the Rat in our fable tends to do—he “thinks too much” and takes no action. Do you know anyone like that? I do since it used to be ME! The Rat stores his anger inside and doesn’t act on it—getting depressed. But with anxiety, he DOES manage to keep it inside, think about it, STILL not acting on it—only he does his thinking in a *destructive* way—a masochistic way like all the thinking styles we just listed.

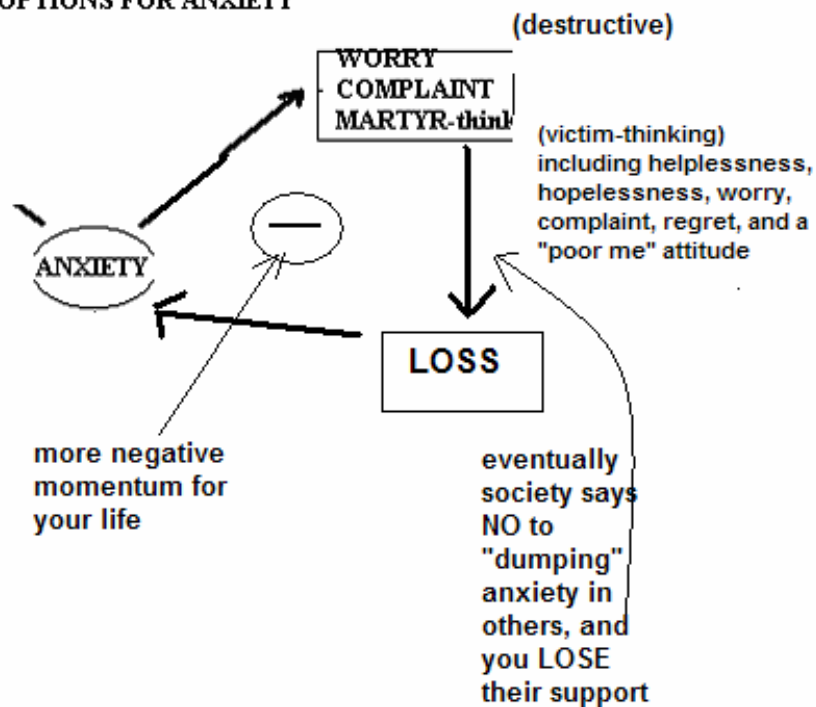
So the Rat in our tale operates in this upper, right-hand loop of the Anxiety Map even though he ALSO operates in the “down-arrow” of the Anger Map. The Hare in our story operates in the “down-arrow” of the Anxiety Map, and ALSO in the upper-right-hand loop of the Anger Map—in the impulsive action called *aggression*. The Rat character is then the link between the Anger and Anxiety Maps as far as depressive, masochistic inaction, and the Hare character is the link between the Anger and Anxiety Maps as far as aggressive, impulsive action.

The upper right loop of the Anger Map contains the same behaviors as the LOWER, down-arrow of the Anxiety Map, and the lower, down-arrow of the Anger Map contains the same behaviors as the UPPER right loop of the Anxiety Map. The Anger Map and Anxiety Map are LINKED at these two spots.

Let’s now look further at how the Rat does his thinking—“masochistically.”

The Illusion of a “mountain out of a mole-hill”

OPTIONS FOR ANXIETY

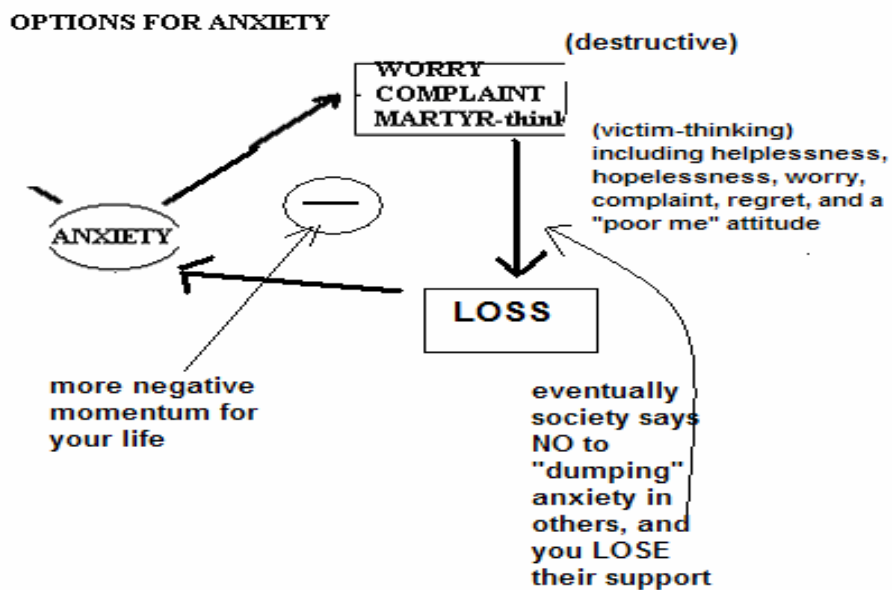


When we decide to take the destructive, immature “quick-fix” of immediate gratification, we find that others can sometimes be convenient “dumping grounds” for our complaints and worries. This happens especially if they have holes in their boundary where we can “push their buttons”, shame and manipulate them into accepting our anxiety FOR us. We then “WIN” and they “LOSE”.

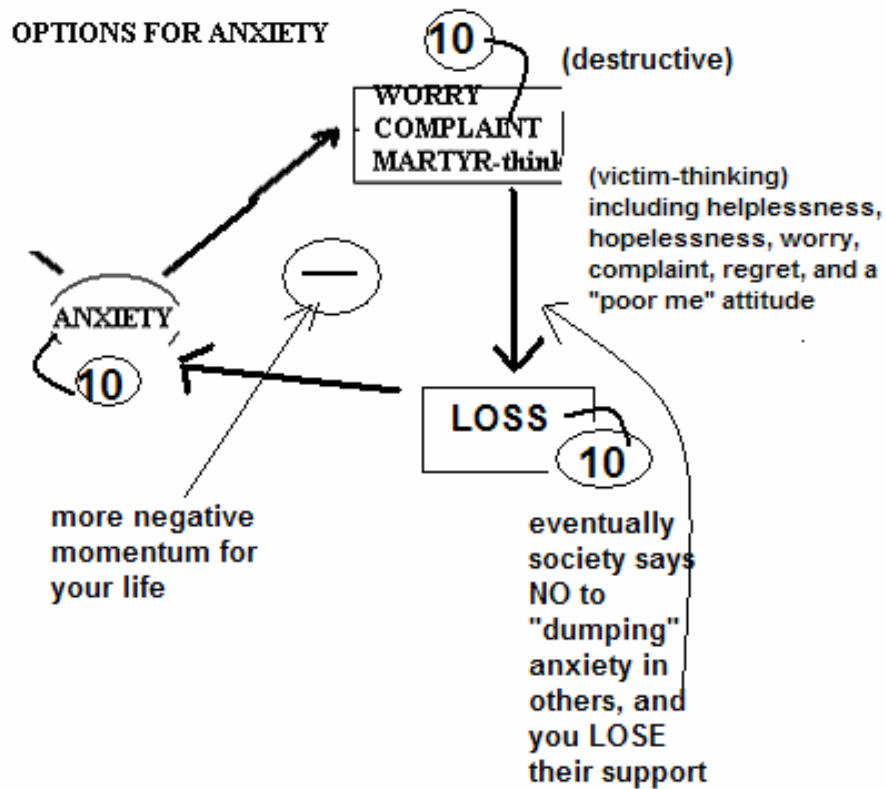
Note that all the traits that go with playing the victim are also characteristics of nonbiological depression, and they are an illusion. We complain to the boss, we whine and moan about how helpless we are, we allow ourselves to believe there is no hope, and finally find ourselves winding into masochistic depressive thinking.

When we do this attitude long enough, people will get sick of it and turn on us, abandoning us and leaving us with even more loss than before. Complainers, whiners, moaners, and masochists attract the attention of soft-hearted friends in the short run, but tire them out and lose those friends in the long run. So a *negative feedback loop* occurs where we get negative momentum for our personal growth. We started to make a “mountain out of a molehill” that drives friends and solutions away...

An example of a “mole-hill”



Let's use the example of a loss—something simple like you lose your wallet or purse. That loss of your credit cards, keys and license causes you a twinge of anxiety. Maybe you decide to worry about it a bit. After all, they won't be easy to replace, and what if you run out of money and find yourself stranded? Maybe you'll worry or complain about this ten times over, with no Observing Ego to settle or guide you.



But now that you've WORRIED 10x, and acted the victim 10x, you have given your brain 10x the experience of loss for ONE wallet or purse. Follow the loop clockwise.

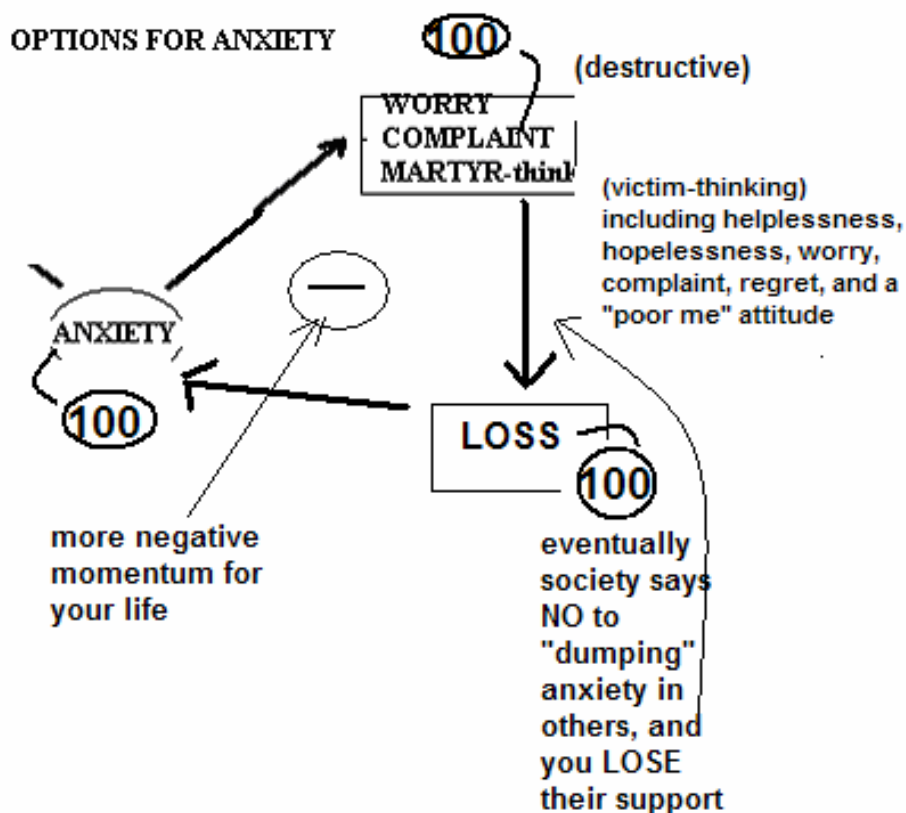
Your newly imagined loss has generated 10x the anxiety in you, which then you could put back into the destructive victim cycle another 10x if you like. You get into "making a mountain out of a molehill", or an *obsession*. This can be especially true if your intellect is very heavy on the *left-brained*, education side. You have a tendency to overfocus on things, especially the dangers of life—which is useful if you are a surgeon, lawyer or airline pilot, but not so great if you want to master the anxiety and addiction in your life.

Sometimes people actually need a medicine like Prozac to get out of an obsession in their Left-brain, just as others may need a medicine like Ritalin to get out of inattentiveness in their Right-brain.

In fact, you might say that the Rat in our fable is much more intellectually Left-brained than the Hare, and the Hare is far more intellectually Right-brained than the Rat. This intellectual imbalance in the animals causes their differing emotional problems with anger and anxiety. The Rat is *obsessive* and the Hare is *inattentive, lazy or confused*. Both of these intellectual problems are allowed to stay imbalanced by a lack of Observing Ego.

So here is the Rat in you, obsessing over some lost wallet or purse, not using Observing Ego to stop and analyze the situation, and so there he goes being destructive in his thoughts in a masochistic way. Things get worse, because the Rat in you wants to take that 10 units of anxiety you've created, and put it through the "victim-cycle" again!

Those of us with Rat-like tendencies don't just do this thinking style over a lost item—we often do it with everything that happens. We forget to use Observing Ego by working 3 jobs, always letting our time be used by others. Then we get into this "mountain out of molehill" thinking, and get into hopeless thinking. We build up our anxiety level and assume that it really is 100 purses or wallets lost—it really SEEMS hopeless. We get helpless in illusory ways, and suffer. In that suffering, we start wishing, whining, and trying to control the uncontrollable. We regret the past we don't control, and worry about the future, which we built up to be more of a threat than it is.



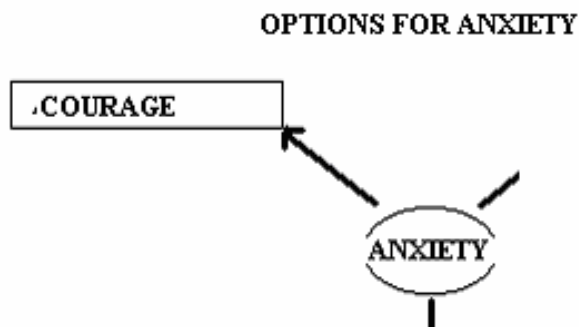
Now you have 100x the loss experience in your brain, for only ONE wallet, and 100x the newly invented anxiety inside you! Do you see how both the destructive decision to think like a victim, and the obsessive intellectual style lead to an illusion that manufactures more anxiety out of thin air?

This would almost seem like a violation of the 1st Law of Thermodynamics, because energy is “being created”. But the reality is that for every time you worry or complain without offering some Observing Ego solutions, you ARE suffering further losses—you are LOSING TIME. That lost time has become the “energy of loss”. From what we know of psychological currencies, currency = currency = currency. So energy = time and time = energy. They simply change form.

In our problem above, all you ever had to do is WORRY *once* about the wallet, look for it *once*, and if you can't find it, go buy *one* new wallet and reorder the cards and license that were in it.

Which leads us to the ONLY WAY OUT of anxiety, impulsiveness, and masochistic thinking:

COURAGE

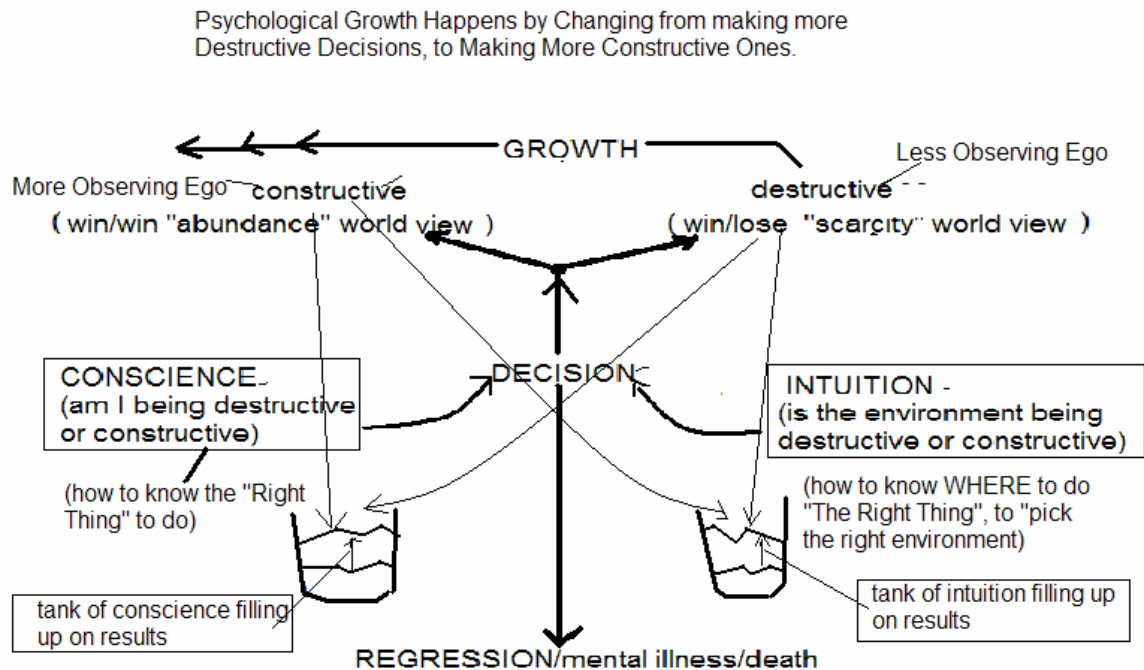


Courage IS the only way out of problems with anxiety, victimization, impulsivity, addictions and lack of confidence. Interestingly, the film, “Saving Private Ryan” defines courage very succinctly: “Do the Right Thing”.

Consider that knowing that “the Right Thing” to do comes from your two inner decision-making resources, conscience and intuition! Courage then, is not bravery, not fearlessness or any other thing we lack or acquire—it is a DECISION!

Remember the diagram about pathological narcissism? How childish, destructive, WIN/LOSE thinking and behavior are on the upper right side of our MAPS, and mature, constructive, WIN/WIN thinking and behavior are on the upper left side of our MAPS?

We all grow from destructiveness to constructiveness as we make decisions through life. All the way, our tanks of conscience and intuition are filling up.



Well, as we move to more maturity from right to left on these diagrams, we are also going from using poor Observing Ego, to using a stronger amount of it. Masochism and victim-like behavior are more childish and lack self-awareness, but moving across to the left, we can go from masochism toward more courage in our lives, all simply because we have the CHOICE to. Every day we can choose courage over masochism or impulsivity.

We have no excuses. Courage is a decision, and if we are alive, we are capable of decisions, by definition. Every time we make a decision, we have to be in the “present moment”, and therefore also have access to Observing Ego at those times. Courage is a constructive way of thinking before acting, done in a WIN/WIN way that sees the world as a place of ABUNDANCE.

This is where the notion of *faith* comes in to intertwine with courage.

To have FAITH in something, we need to have some degree of BELIEF that our actions in the future will work out, even if we don't have conclusive proof they will. That takes some Observing Ego first off—a “bird's eye view” of our abilities and function. But then we have to DECIDE to think and act according to that faith.

Imagine it—if you have poor Observing Ego ability then you don't have the “bird's eye view” on life. You only see the challenges in front of your face. So you tend to THINK in childlike ways—destructively. But with the “bird's eye view” of Observing Ego, you can see ALL the options available to you, now and in the future, and so you are a bit less distressed. You can do it, with some smart planning. You can do courage, the “Right Thing” to do.

Interestingly, we are most alone in the world when we do courage, but after the moment we do it, the WHOLE WORLD wants to join us. If our beliefs are composed of some part emotional evidence and some part intellectual evidence for the belief, then the emotional part can be used as energy to nudge us into action, and the intellectual part can guide the way. The emotional energy of courage then can then be joined by *faith* and *belief* so that we don't have to feel so alone in that moment that requires courage.

Our Observing Ego is like our own self, coaching us while perched on our shoulder. We are NEVER alone when we have that. The amazing result of courage that we are about to uncover serves to strengthen that faith and belief that we had before our moment of truth.

If you saw the film *Saving Private Ryan* or you yourself served in heroic capacity in the military, then you know what courage is and how it works. The soldiers storming Normandy Beach WERE afraid, nervous, jittery, peeing their pants, and calling for their mommies. But they were still among the most courageous men of the last century simply because they DECIDED to do what is right, regardless of the amount of uncomfortable feelings that had at “the moment of truth”.

This concept of courage is one of the hardest character skills to build in psychiatry, because it doesn't involve too much thinking and analyzing—one simply has to think of the “Right Thing” to do, then go DO courage. That is an act that almost never can take place in a therapist's office. It has to happen out there in the real world, where one is ALONE and without a psychiatrist to chat with about it.

However, the wonders of Observing Ego step in as your personal coach. The only human skill that allows change and growth happens because YOU are YOUR OWN psychiatrist in the moments you use this skill. And if I've done a good job explaining all the areas of human character clearly, the vast collection of diagrams in this book can guide your Observing Ego to be pretty sharp and scientifically on the mark of what works to improve your life.

And as any good coach or psychiatrist would subscribe to, there is a saying: “Doctor, first, do no harm.” So you need to understand something else about courage. You can use it on absolutely any fear, challenge, change, or risk in life except one kind—a threat on your life.

You already have that built in “fight-or-flight reflex” to protect your life, a “hard-wired” reflex that has been fine tuning itself in the human species for thousands of years. If there is a speeding car hurtling toward you, I don’t want you to stop and think, “Gee, what should I do? Let me consult my Observing Ego.” No. I’d want you to panic, letting your body go on autopilot to dive you out of the way!

Using your courage on truly death-defying activities is well, not REALLY courage. It is foolhardy, not brave. Imagine the deadly arena of combat. Even soldiers at war are specifically trained NOT TO DIE, by first going through boot camp. The rest of us have not had that training, and should not be going into combat without proper training!

But for all other things in life that cause anxiety, courage is always available to you!

I once treated a gentleman who was very upset about September 11th, and wished that he were in NYC to help fight fires or rescue the trapped. When I asked him about this brand of suffering (the masochistic type), he admitted that he was NOT trained to fight fires. If he HAD been in NYC September 11th 2001, he would have gotten in the way, and likely caused MORE harm! This was only a wish to be something he is not right now—it WASN’T courage. It was suffering over the uncontrollable. If he truly wanted to fight fires, he would have to do like any mature adult would—slowly, patiently go to school and training for the job, practice and master it, then go be a firefighter!

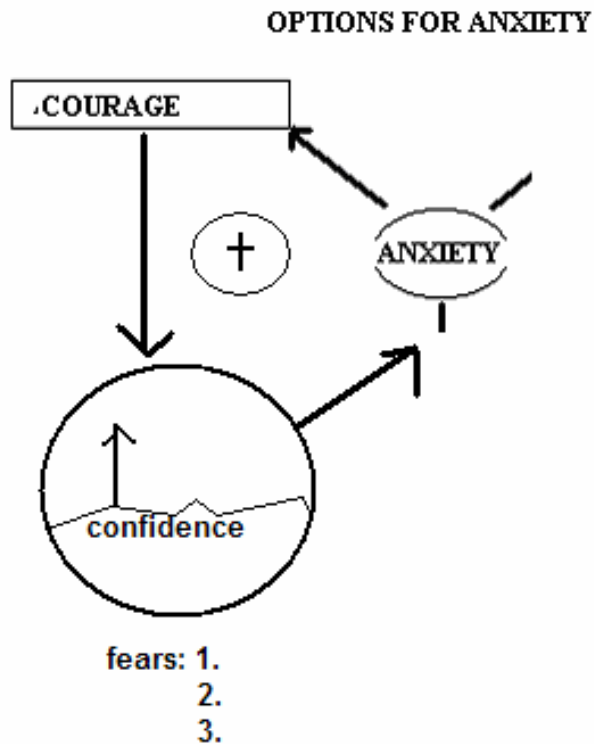
Courage would have been doing something he IS trained and capable of doing but has some fear, insecurity, or lack of confidence about. But there is an ultimate answer to lack of confidence, impulsiveness, and masochism—the cure you have just discovered: courage!

If courage is constructive, then just as any WIN/WIN behavior that sees the world as a place of abundance, it takes time, patience and discipline to do. Courage is about the long haul, not the quick fix of wishing you were something you're NOT.

The bright spot of this all is that you CAN become something that you aren't right now. You can become a little more like your heroes every day through Observing Ego, just like the main character in a great film—but only by the slow, patient discipline that adults use.

The same is true of your business, since your business is legally, a person. Courage for the long haul of business would involve slowly training and building your capital and liquid assets until you truly have the means to take some risks with them in a calculated way. Look to Wal-Mart as an example. It took decades to build that company, investing in the welfare of its own employees. Now it is a juggernaut on Wall Street. Did it take courage to invest win/win in the training and welfare of the employees? Yes, because there was risk in that. What if the employees had just felt entitled to all the good benefits and slowed down in their production? It could have meant bankruptcy. Or what about the hostile takeovers that happen all the time—like that of Oracle attacking Peoplesoft? Well, Peoplesoft has used courage to resist the takeover of that financial behemoth. It becomes the lesson of David and Goliath. Courage wins every time.

Doing Courage leads to Confidence 100% of the time



When you do courage, You have a 100% guarantee of reaping an EQUAL amount of confidence in ratio with the amount of courage put in. But we all have more or less confidence about SPECIFIC fears. If you list those fears, then you know the most logical targets for your courage, things to make goals out of. List your fears, then fly your “airplane of success” toward the goal of beating those specific fears through courage! It is a sure-fire way to build confidence in exactly the areas of life you need it. And if you are a business, these are the calculated risks to invest in, that your management fears. They will pay off BIGTIME, if they are win/win goals to risk. Just like Wal-Mart did.

If I feared public speaking, I could do impulsivity, and run away from speeches, OR could give them as a victim and say, “Gee I’m not too good at this but I hope you like me.” Neither of those will get me more confident. The impulsivity would get me distracted from my goal and addicted in the process—the eventual death of me or my business. Acting the victim will lead the same direction—the audience would provide evidence that yes, I am indeed a poor public speaker—NOT inspiring.

No, but if I do courage—”do the right thing”—then I would give 100 speeches to get some skill, and would feel more confident about it as a result. It takes courage to stand up in front of folks.

Here is another example of how you can exactly measure your fears and your confidence. I was once due to meet my brothers for a mountainbiking trip in Moab, Utah. It is a wonderful desert place of beautiful, colorful canyons and streams, and perfect sunny riding. But not on that particular night.

It was lightning all over the sky in the high plains of Utah on the 300 miles to get there from Denver. I had a terrible fear of lightning while driving on the plains, and the closer I got, the more fearful I became. It struck closer and closer to the car it seemed.

I considered turning back, but realized that the lightning would catch up to me if I did. What was I to do? Just stop? Well, I did for a bit, and thought with my Observing Ego. I thought about how I must be lacking in confidence about driving in lightning storms. Then I thought about the business of highway maintenance.

Why would they build roads where people get killed often by lightning? I have never even heard of someone being struck by lightning while driving. And there is rubber that insulates the tires. Finally, I concluded that the reality of driving in lightning must truly have minimal risk, or others wouldn't do it either. There were tons of people on the road.

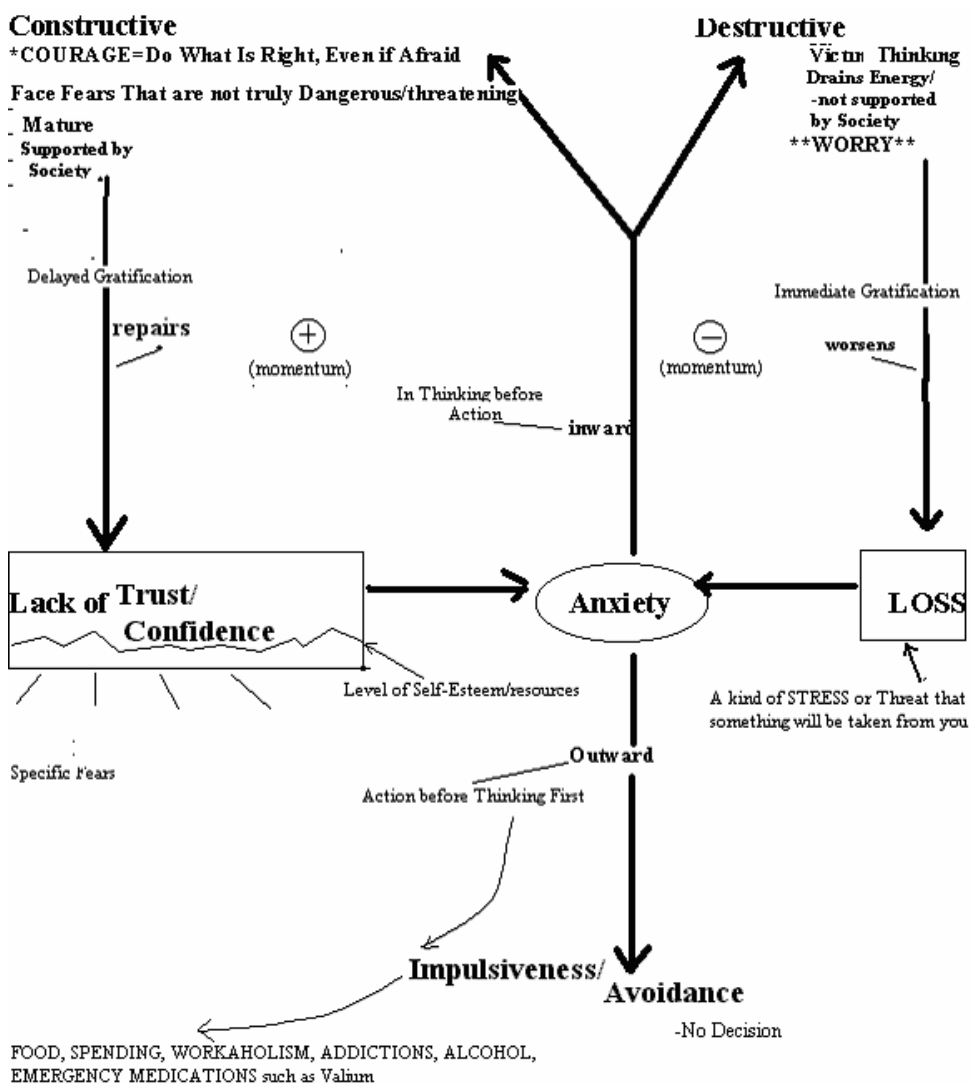
So there you are. It is NOT life-threatening to drive in Utah during a lightning storm. Next I realized that there is a problem with my confidence about lightning, and intellectually, it is safe, but EMOTIONALLY I need to attend to my lack of confidence.

So I started giving myself "points for confidence" for each action I take to beat the fear. I needed to MEASURE my courage and experiment to see if there truly is a confidence reward for it. I gave myself ten points for every highway exit I dared to have the courage to drive to in the storm.

Next exit, I stopped and FELT for my gauge of confidence level. It was indeed a smidge higher. In fact, it was exactly ten points higher, the same amount as the courage it took and the same amount as the original FEAR. I did this again and again, driving to the next exit, finding new bursts of confidence each time. And I was so alone in this courageous action.

Finally, I got enough confidence, that my MOMENTUM built in this courageous growth—I started skipping multiple exits at a time, and then drove on all the way to Moab. I felt great pulling in, full of 300 some units of confidence for my courage. And it has LASTED since.

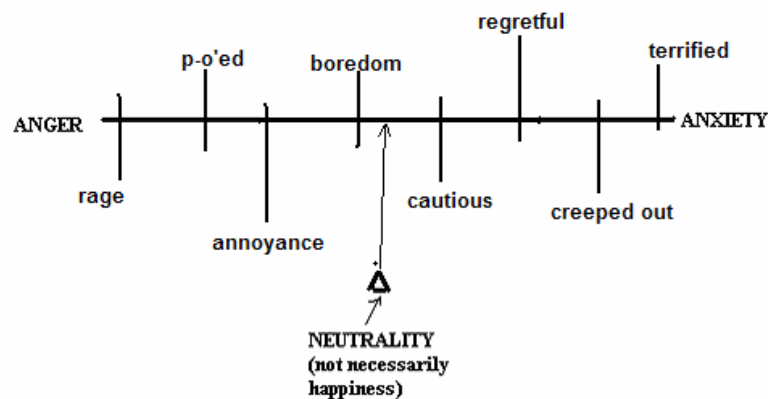
Notice that YOU may not think it is courageous to dare to drive in a lightning storm, but for ME, it WAS. Courage is simply “doing the Right Thing, no matter how you feel, and even if you are afraid.” I met that definition.



Now you can see every kind of behavior to do with anxiety. This is important because we all do all three methods of anxiety all the time. Impulsivity and victim-behavior get us NOTHING, but only courage wins confidence—it is EVERYTHING.

Anxiety: Mastery of the Other End of the Spectrum

WHATEVER WORD YOU USE, EVERY UNCOMFORTABLE EMOTION YOU EVER
FEEL EXISTS SOMEWHERE ON THIS SPECTRUM



Now using both the Anger Map and Anxiety Map, you can master every possible uncomfortable emotion or stress in life. The solution to your stress will always be some combination of *assertiveness* and *courage*. Do these, and you will fill up with self-esteem, which is composed of both *well-being* and *confidence*.

Any stress that comes into you in the form of hurt or loss, becomes anger or anxiety respectively. Lucky for you, you are ALIVE with choices, and choosing the constructive behaviors of assertiveness and courage, you can actually alchemically transform stress into the two parts of self-esteem—well-being and confidence!

And so you have just scientifically learned the truth behind yet another old bit of common wisdom—that “what doesn’t kill us makes us stronger”. But only through constructive, WIN/WIN methods.

Consider now how anger and anxiety are both opposites, but whose MAPS have similar designs—they are all just energies transforming from one to another—positive to negative, negative to positive, or opposite to opposite and canceling out in neutrality.

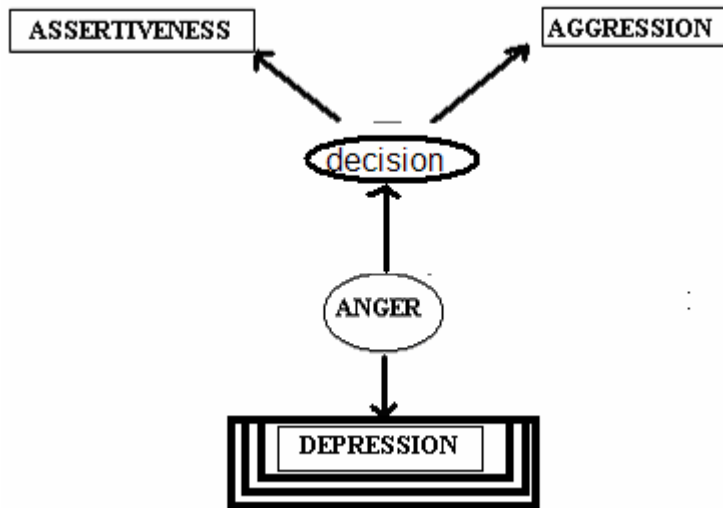
If you examine the Anger Map and Anxiety Map more closely, you'll notice that the depressive use of anger simultaneously carries all the same traits as the masochistic use of anxiety. Further, you'll notice that the impulsive use of anxiety carries the same traits as the aggressive use of anger.

Why? It is rare to find a person who is filled ONLY with anger or ONLY with anxiety. We all have a bit of both, but that is in part why I told you that fable at the beginning of this book. The Rat character encapsulates the simultaneous use of depressive anger and masochistic anxiety. The Hare character shows off his simultaneous use of aggressive anger and impulsive anxiety.

The difference between the two? The Hare is a DO-er, and the Rat is a THINK-er!

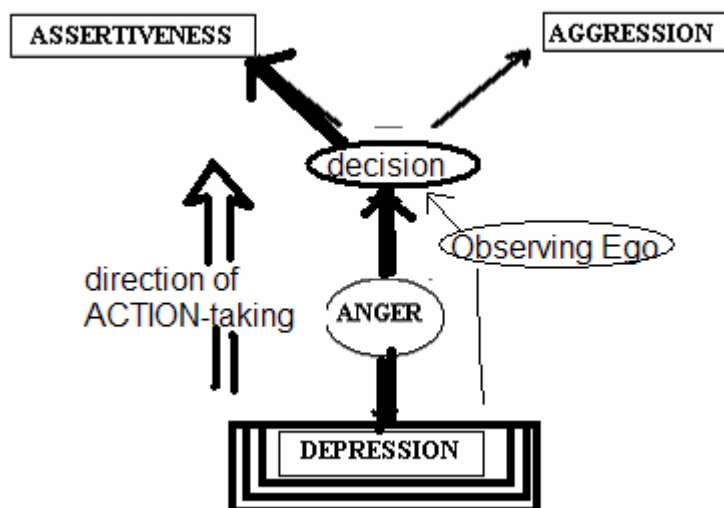
Which means that for you and me, who have all three potential animals in us—the Rat, the Hare, AND the Tortoise, we can use only the best of the Tortoise to overcome the worst of both Hare and Rat in us.

Take the Anger Map for example:

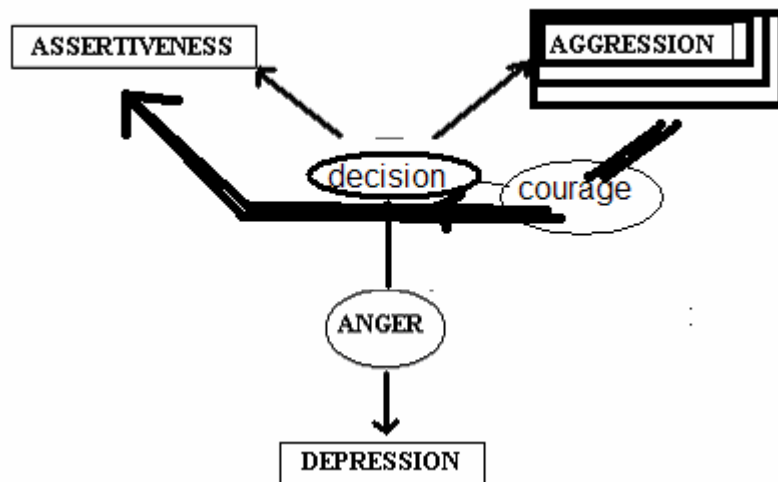


What if depression dominated your use of anger? You would find yourself acting like a Rat, simultaneously passive in action, but overactive in obsessive, masochistic THINKING. So what is the cure for depression? Well, to use Observing Ego ACTION, to observantly take yourself into present-minded ACTION, where you may then choose the constructive version of action called assertiveness.

Depression cure = Observing Ego ACTION + Assertiveness



But what if aggression is your dominant style of using anger? What if you are more of a DO-er than a THINK-er?



If you are already DO-ing, then you need to change the nature of that DO-ing, to “do the right thing” instead, which is a DECISION we already learned about, called “courage”. Notice that making a decision takes you into the present moment, where Observing Ego also resides.

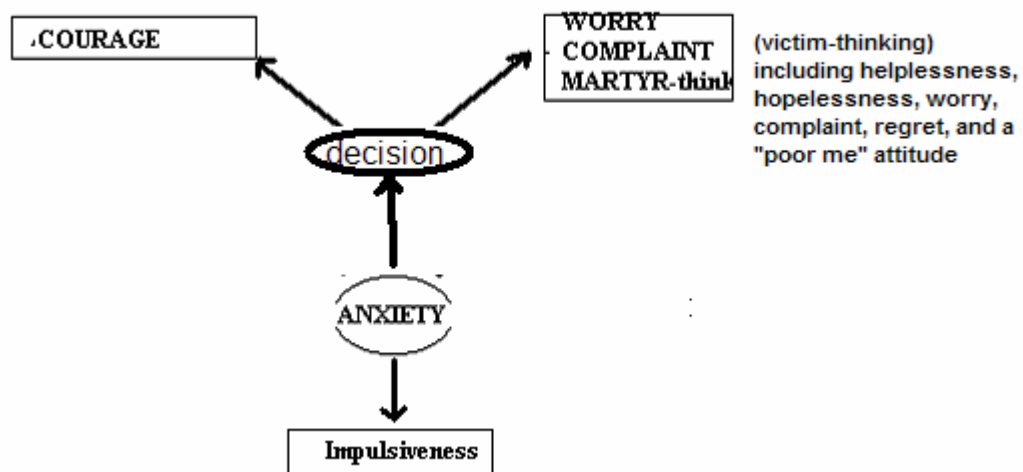
So the cure for aggression is also assertiveness, but FIRST, it involves the COURAGE to change, and do the right thing, THEN be assertive, getting your needs met in a WIN/WIN way.

So the Aggression Cure = Courage, then Assertiveness.

Or Aggression Cure = DO the right thing, THEN go get your needs met for yourself, in a way that doesn’t hurt others.

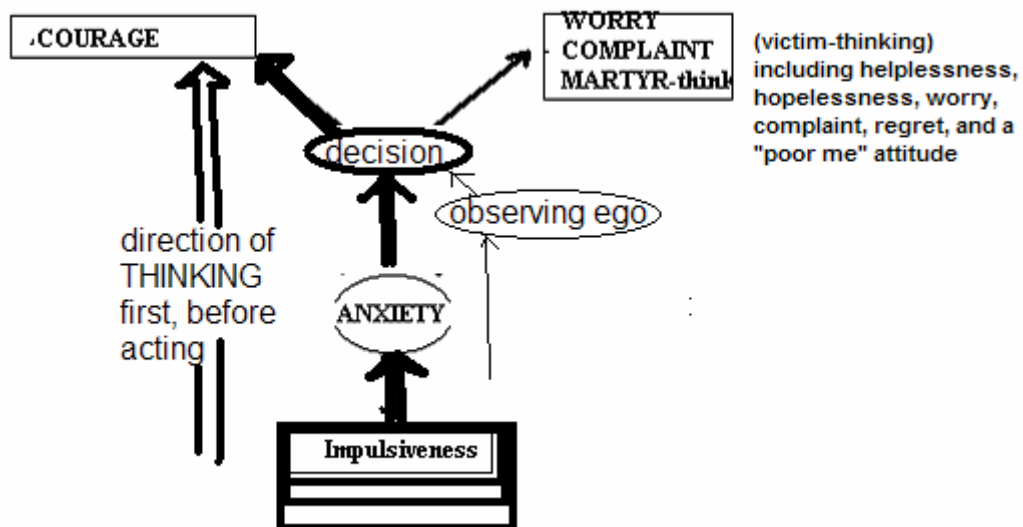
People who are aggressive are a LOT angry, and a little bit anxious too.

Now let's take the Anxiety Map:

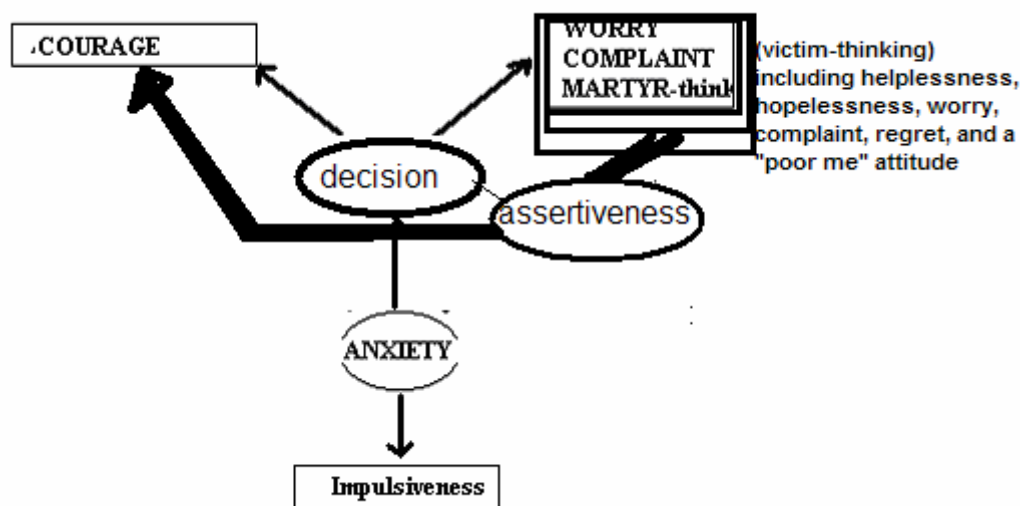


If you notice the bottom portion, the person who is impulsive is simultaneously **AGGRESSIVE**—these are both negative traits of DO-ers—those of us who tend to be more like Hares in the fable. So the beginnings of a cure for impulsiveness is to **THINK** instead—to do Observing Ego **THINKING** first, and **THEN** courage.

So the Impulsiveness Cure = Observing Ego Thinking + Courage:



Likewise, what in the world do we do for a person who uses anxiety in masochistic ways, like the Rat? The person who gets an “anxious depression”? Well, remember that these people are THINK-ers, so they need to be spurred into ACTION, but then, into RIGHT action, or doing the right thing, in order to get out of depression and masochism:



So the Masochism Cure = Assertiveness THEN Courage.

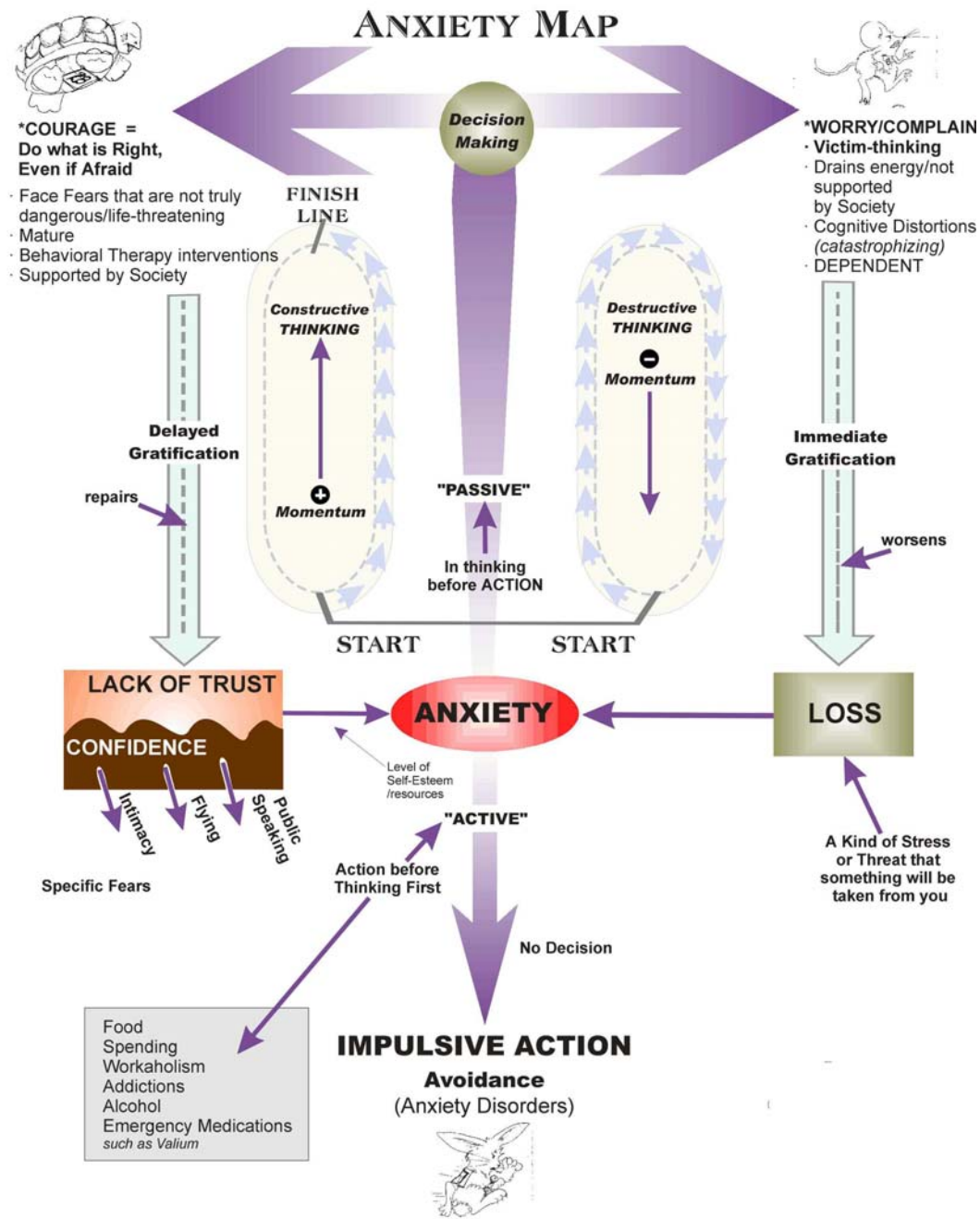
Notice how a masochistic person is primarily anxious, but a little bit angry about it too. They are THINK-ers, not DO-ers, so they need to be jolted into action. However, that action needs to attend to their NEEDS—to pull themselves up out of victim-mode a little by showing them they can actually feed themselves what they need rather than complaining that they are helpless—the first step to the answer is then, assertiveness.

Once out of that victim mode though, they will need to vanquish their anxiety through COURAGE, doing the “right thing” in a way that helps not just themselves, but others too. Courage leads us to be champions of others instead of just victims or martyrs.

So interesting—do you notice that both assertiveness and courage are present-minded decisions? It takes Observing Ego to do both assertiveness and courage, and BOTH of these can be used in either ACTION or in THOUGHT. You can have the courage to think differently, or act to do the right thing. You can also be assertive in action, or simply in your own head, get your needs met in THOUGHT.

And that is why the central point of both MAPS is called “decision”, the point that we simultaneously are present-minded, capable of action or thoughtful reflection, use of Observing Ego, and the point of change for the better in our lives. It is the zero point, the meridian and equator of the MAPS of our lives.

Mastering anger and anxiety means that happiness, the final requirement of Durable Fulfillment is YOURS!



You have mastered every individual part of psychology. Now let's learn to combine them to make all other human skills of sophistication!

PART III: CHAPTER ELEVEN: COMBINATIONS OF OUR RESOURCES

Maybe you still have some problems with failure, stress, feeling trapped, or overwhelmed, confused, lost at times, pressured, used, abused, walked on, judged, tripped over, ignored, neglected, abandoned, suppressed, stifled, held-back, or any of a host of other terms we use for problems. Maybe you only find brief rest from troubles, and then NEW ones come along.

That's the condition of the "environment" outside our psychology. It is random, and changing. We need to remember that concept of BALANCE on the spectra of our psychology. For every problem that comes along, it throws us off balance, a condition called a "perturbation" of our psychological system. Have you ever said you were "perturbed"? Well, there you go—one or more of your working parts of character was knocked off balance by a problem. And if anyone has ever called you "a bit off", or "off your rocker", or "off base", or "off the mark", "out of it", etc, they simply meant they could sense that one or more of your psychological spectra was way off balance for long periods of time.

And yet we all have various human skills to deal with problems. We take them and apply them to "find our center" again, and be "centered". This is a concept in science called "allostasis". Before a "perturbation" comes to knock us off, we are considered to be in "homeostasis", a kind of peaceful equilibrium. But after the "perturbation", we need to go through allostasis, a return to equilibrium.

This is similar to when you give your computer a BIG problem to solve and that “hourglass” makes you wait awhile as it crunches the numbers—it has been “perturbed” off balance, and is doing “allostasis”.

Such skills as intention, politics, time management, communication, action, planning, learning, negotiation, conflict-management, advertising, marketing, teamwork, faith, belief, charisma, power, and a host of other combinations of our resources help us RETURN to balance through our combined use of those four elemental building blocks of psychology plus our Observing Ego.

Think of everything I have taught you so far as being like learning the periodic table of the elements in gradeschool chemistry class. We mastered the most elemental parts of psychology. Now we need to learn how to build useful molecules out of them, like water, air, carbohydrates and proteins.

What if you have poor “politics” or “time mgt”? Then you know how to fix them with the “elements” of psychology. Politics is made of your decisions + boundary function, so work away on your conscience and intuition and build boundary doors instead of holes or walls—that simply fixes your “personal politics”.

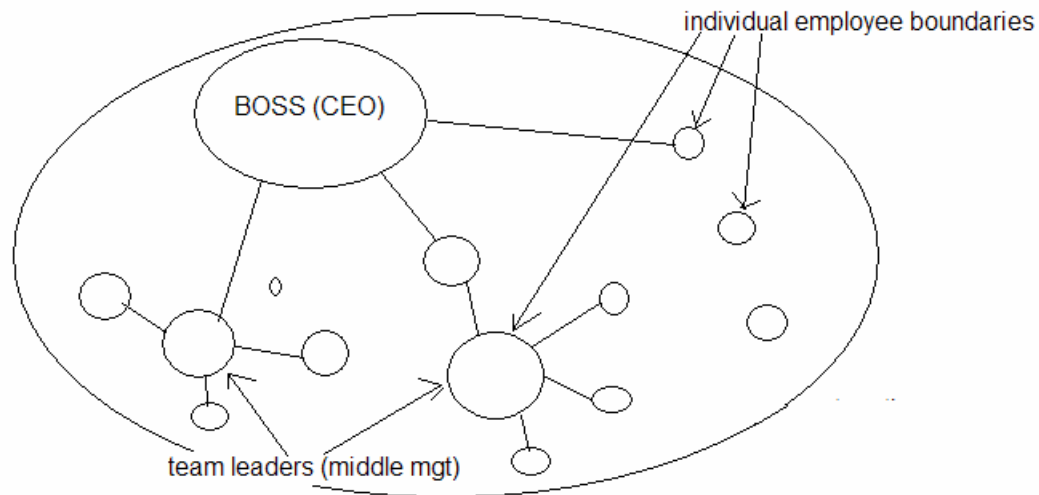
Time Management is built of your intellect + boundary function. So go to work filling up on education and experience and once again build boundary doors instead of holes or walls. Your education and experience will make you more efficient, and your better boundary will let you budget time better!

You already know all the words we are going to use because you use them every day and call them by name. Only now, you are going to understand them as never before! I am going to list some important, complex human skills for you, but you will instantly see how they are simply combinations of our four elemental parts of human psychology—boundary, emotional energy, decisions, intellect—plus Observing Ego. And if you know the combinations of “elements” that make up ANY human skill, and have mastered those elements earlier in this book, then you can master any human skill!

If you have a problem in any of these areas—or even in human skills I haven’t even mentioned—you can easily figure out what their component “elements” are—boundary, decisions, emotional energy, intellect, and or Observing Ego. Work on each basic part in order to master the more complex skill that is composed of them!

This works for your individual problems, OR for your business on the whole. The key concept of a business to remember is that it is like a GIANT boundary containing all the individual boundaries of the employees and management.

A Company "boundary"



* Within this large company boundary there are beliefs and values that are shared, like the company Mission and Vision Statements--these hold all the individual boundaries together even though there are other differences in their beliefs

Within a company (or any cohesive group of people, like a whole nation) there is a shared *group boundary*, and within that large boundary of SOME shared beliefs and values, there are lots of little individual personal boundaries.

All the human skills and psychological trade that happen between two individuals also go on between the employees and management, and each other. Since the business itself is legally defined as a “person”—all the same resources and skills that exist for an individual also exist for the company as a whole—and a business does trade, economics, politics, and the like **WITHIN** itself, and with **OTHER** companies and the government.

So part of the super secret of business management is to understand this model and how to most maximize all the individual personal resources of a company to PSYCHOLOGICALLY get them to run together as a cohesive unit. At the same time, it is crucial to understand that no group of humans can ever have ALL of exactly the same beliefs, values, strengths or weaknesses. They must agree on just SOME principles and tolerate DIVERSITY regarding the rest. If you can't do that, it is to the doom of your company and its internal culture, and the ultimate form of corporate "suffering".

So let us look at some of the individual and group options for more complex human skills and features of character. Here is a partial glossary of what is available for you to master:

1. *Beliefs* = a combination of intellect + emotional energy that form pieces of *evidence*, which aggregate, or "lump" together and form the core part of your *identity*. Beliefs are one of the two forms of communication (to ourselves).
2. *Values* = *beliefs* that are held high in currency "value", weighed heavy by *experience* that they are powerful for use in the world.
3. *Identity* = a combination of *beliefs* + your boundary function ability to say yes or no to *preferences* you have + the decision-making that opens and closes the door on those preferences. Notice that this combination includes "all of me" in it—boundary, emotional energy, intellect, and decisions.
4. *Communication* = intellect (ideas) + the emotional energy accompanying them. In a sense then, *beliefs* are also communications to yourself.
5. *Advertising* = communication + boundary function, where you communicate to others. Bad advertising then has poor communication or poor boundaries (holes), and good advertising has good communication and good boundaries. Much of today's advertising seems to lack good boundaries as a method of controlling the public, causing them to be immature and therefore controllable.
6. *Judgmentalism or Prejudice* = Left-brained function (with education or "book smarts") + pathological narcissism (destructiveness).
7. *Curiosity* = Left-brained function (filled with education) + constructiveness.

8. *Ignorance* = Right-brained function (filled with experience or “street smarts”) + pathological narcissism (destructiveness) that ignores other people’s creativity, experience, or “street smarts” that is different from our own.
9. *Collaboration* = Right-brained function (filled with experience) + constructiveness that welcomes the experience of others and joins it to our own to make something new, better and synergistic.
10. *Action* = emotional energy + the decision to use that energy to get things done.
11. *Charisma or Power* = emotional energy + boundary function which conserves and budgets that energy, to use it only when it is advantageous.
12. *Time Management* = intellect + boundary function which budgets your “time”, the currency of the intellect.
13. *Politics* = the decisions + boundary function, such that any resource inside the boundary is used in a WIN/WIN way, with good budgeting. You may notice that politics is closely related to *power* and *time management*, because politics is essentially your ability to use *boundary doors*. Also what sets it apart from power or charisma is that you can be a good politician even if you don’t have much energy or charisma.

Crossing Spectra—Predicting your own behavior and that of others

14. *Action* = decisions + emotional energy, but crossing the spectra also leads you to see what likely actions one will take, giving action a predictable quality if the person has Observing Ego. If NOT, then our free will to choose the destructive over the constructive leaves room for unpredictability.
15. *Communication* = emotional energy + intellect, but crossing the spectra also tells you something deep about the person’s beliefs and identity likelihoods, aids you greatly in your advertising and marketing to people, and fine tuning your communications to them.
16. *Intention* = intellect + decisions to apply that intellect in a certain area that action could be later applied to for making *manifestation* of your goals and identity in the world at large.

Multiple Combinations

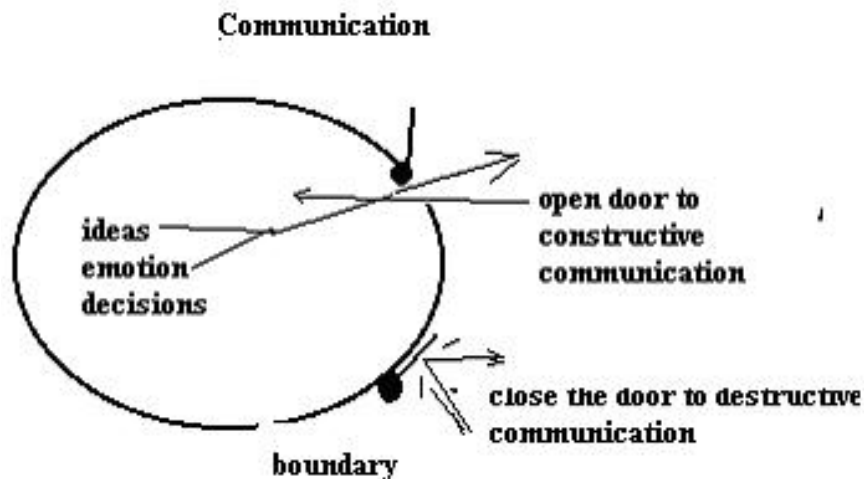
17. *Leadership = Politics + Power + Communication*. Notice how in this complex combo, intellect is relatively left out, or minimal, except for its presence in communication. One can be a great leader without being a brainy academic, as we often see in political life. Note that *wisdom* as a balance of decision-making skill is crucial for prolonging the duration of that leadership.
18. “*Servant*” *Leadership, or Mentorship = Politics + Power + Communication (Leadership) + intellect*. This is an even higher form of leadership in which a leader is not only able to LEAD, but to TEACH others to lead also and provide mentoring, by virtue of having not only wisdom, but the education and experience to convey ideas, have creativity. Think of a very wise grandfather, or the Founding Fathers of the United States.
19. *Faith = beliefs + a decision to hold those beliefs true + the Observing Ego to see that those beliefs have a good, constructive basis that doesn’t control or guarantee and outcome out in the environment we don’t control, but is LIKELY to*.
20. *Generativity, the Magic of Manifestation = your intention + action*, where your well thought-out plans that arise from your identity actually create something in the world that reaches your goals and expands your boundary and control over the environment. You can see how *faith* is related to *manifestation* of your dreams coming true out in the environment.
21. *Culture = a combination of boundaries with a big group boundary around all the smaller boundaries + intellect in the sense that all our beliefs are contained within, however, some of those beliefs (most often values held high in currency use) are SHARED among all the members within the group boundary*.
22. *Economics = the use of the four “currencies” for the personal boundary, emotional energy, decisions and intellect, which are “strength”, “love or self-esteem”, “freedom”, and “time”, and equating these to an agreed upon nonpsychological currency called money*. As such, all of the skills of a person are traded within the large *group boundary* of the economy, and *subgroups* within that economy can garner *power* to do trade by collectively pooling their resources to do negotiation. This explains the role of workers, management, unions, lobbyists and their crossover influence between politics and economics.

So you see we can get as complicated as we like, but at the core, all human skills and interactions are explained by combining the four elements of psychology individually or collectively in groups or subgroups within a *group boundary*.

This list is only a partial list of all the human skills we are capable. Try some of the words YOU use everyday to describe a human activity or skill, and you will find that they too, are always a combination of personal boundary function, emotional energy, decisions, and/or intellect.

Let's begin with the notion of communication, which = ideas + emotion.

CHAPTER TWELVE: COMMUNICATION, BELIEFS AND ADVERTISING



Communication is the combination of our resources of intellect (data), with emotional energy. Think about cell phones. They transmit data, right? Sure. But do they work without the batteries? NO! So NO communication can occur on a cell phone that has no energy.

If I say, “We need to talk” in a happy emotional tone, you get a certain meaning from that, right? A friendly thing. But if I say, “We need to talk” in a harsh emotional tone like some people’s bosses, you get an entirely different meaning, don’t you? A different communication? YES.

Well, the “data” is the same, isn’t it? “We need to talk”. So what is DIFFERENT about the two messages? The EMOTIONAL ENERGY CONTENT!

Beliefs are communications that we make to ourselves to help build our identity, and *advertising* is beliefs that we make to OTHERS, by adding boundary function as a bridge to the outside world.

The Energy of Communication

Use good energy in your communications, regardless of the data content. If you recall our talk about using our intellect *narcissistically*, you may remember that both the Right-brain and Left-brain can be used in constructive or destructive ways—*creative collaboration versus ignorance*, and *curiosity versus judgmentalism and prejudice*.

Well, when you do communication with others, your constructiveness or destructiveness can be extra powerful in that within the message you convey, there can be BOTH destructive ideas AND emotion (stress), or else BOTH constructive ideas AND emotion (love).

Ever hear that 93% of communication is in the face and body posture? Only 7% in words and data? Well, now you know why—because *communication* is part intellectual data and part emotional energy.

We can send *constructive ideas* at others, but if they are coupled with destructive energy, they will still come across as *destructive communication*. And even destructive ideas can sometimes be accepted and palatable to people if we send them with *constructive energy*—a cardinal rule of both politics and advertising.

It is important to remember in all your communication that there is also a *personal boundary* that you are communicating through, like the *interface* of your computer to the outside world. When you take a destructive strategy, you are assuming that you know best for others (and you NEVER can exactly know that). In destructiveness, you see the world as a “scarce” place, where in order for you to be RIGHT, someone else has to be WRONG.

But we know the reality of the knowledge in the world says that on some level, at least in matters of true OPINION, we are all RIGHT in our own way. A constructive view of the world is that it is an “abundant” place of ideas, where there is more than enough “rightness” to go around. This is a wonderful basis of strategy in any process of personal or business negotiation—according to John Nash’s principles, a sure way to see your life or business proper for the long term rather than as a “flash in the pan”. When we are constructive, we recognize that in the realm of opinion, we are ALL correct and right—that if there ever was an “ultimate measure of truth”, it would be the exact average of the opinion of every person on earth.

The wonderful thing about science and its roots in the philosophy of logic is its reproducibility, independent of the person doing the scientific study—independent of *opinion*. If you do an experiment and I do the SAME experiment, we will always reach the very same conclusions, and therefore FORCED to have the same *opinion*, if you will. So science eliminates varying opinion, and creates what we call *fact*. In science and logic, we are all FORCED to agree on fact until the next theory comes along which FORCES us to agree again with the new findings.

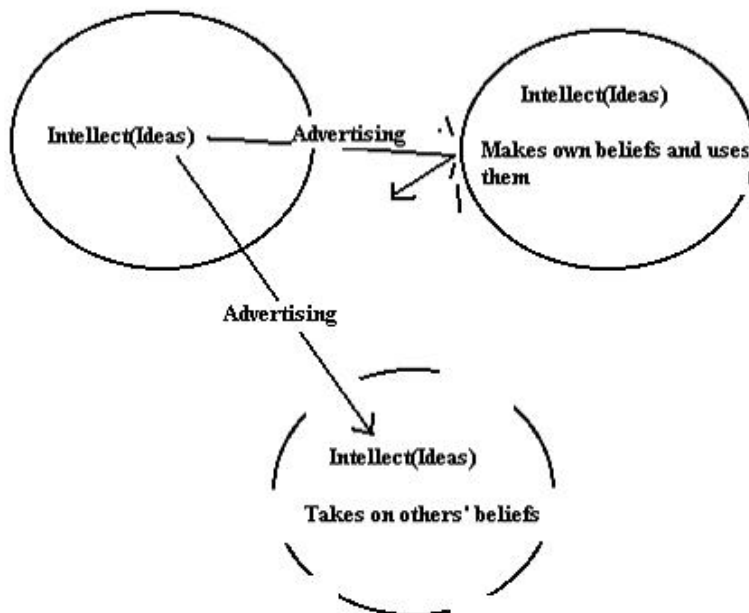
Well, what I have tried to convey to you so far in this book is all rooted in philosophy and science. Every experiment on cognitive-behavioral theory, psychodynamics, self-psychology, psychoanalysis, NLP, family therapy, hypnosis, EMDR, dialectical behavioral therapy, and any other kind of therapy, study of economic game theory, and social science measure is represented in Mind OS™, supporting it scientifically. So it is time to learn the difference between the pure ideas of science, and mere opinions that couple ideas with emotional energy—what are called *beliefs*.

In science, we all agree on the same experiment's results, but in the world of politics, culture, and any other kind of human group endeavor, there is always OPINION. Much of what makes up our opinions springs from our core beliefs—those ways of “communicating to ourselves” about what exactly reality IS.

We all walk around in a private bubble—a personal reality composed of ideas attached to emotional energy charges. Those little building blocks of personal reality cause us to get along famously with some folks, and be bitter rivals or enemies to other folks. And all the while the little building blocks are simply opinions—our beliefs.

BELIEFS, VALUES, IDENTITY AND ADVERTISING

BELIEFS



Along your way to goals, you will hear feedback from others, intellectually. Actually, all you can ever hear from another human being is *advertising*. That's right—ADVERTISING.

Think of ANY opinion EVER given to you as advice, feedback, judgement, or evaluation—all they are is someone else’s *advertising*. If you have HOLES in your boundary right now however, that advertising will FEEL to you like you have no choice but to believe it. It will actually FEEL like it was your own idea in the first place. Why? Because you wouldn’t be seeing the boundary between ideas in you and ideas that are foreign.

When you are at a young age, you have many holes in your boundary because you haven’t had much chance as yet to GROW one. But as you go along in life, *deciding* to have more and more *preferences*, it forms. At that early stage, your parents, friends, and television all have great *influence* over you—meaning that your boundary happened to be OPEN to the ideas of others.

As a mature adult with a solid functioning boundary, you learn to make your OWN ideas, and in the special case of *BELIEFS*—which are ideas tethered to a quantum of emotional energy—you make your OWN reality through those *beliefs*.

Beliefs are a combination of emotion and idea—making them different from just any old idea—emotion is like GLUE, tethering the idea to you and making it hard to break. Inside you these highly important bits of data often carry with them a charge of emotional energy. So the logical conclusion is that one’s “personal reality” is HARD TO BREAK. It had better be that way, because we need some ground under our feet if we are to efficiently make our way in the world.

The problem becomes, however, that our “personal reality” is made up simply of beliefs, which are only opinions—and so this thing we think is so solid, secure and stable is actually just a bunch of shaky stepping stones we’ve plopped in an ocean of possibilities. We so NEED, and WANT to believe in them, because there is nothing else to walk on.

Yet, as we’ve learned, we don’t control or have the right of access to the insides of anyone else’s personal boundary, so everyone’s beliefs are essentially “right” and “inalienable”.

The most we can do in relating to others is to “advertise” our ideas, not FORCE them on others. To do so would be a childish, immature “boundary violation”. Yet those of us with “thin skin”, or weak boundaries are easily manipulated by the ideas of others. Advertising and random opinions then pass right through our boundary and take up residence as beliefs, but those of us with mature, strong boundaries with DOORS can decide what we want to let in or keep out as far as the ideas of others. They are not as easily manipulated or susceptible to advertising.

All communication is either a belief communicated to yourself, or advertising communicated to others.

Interesting thing though when you see a crazed follower (or leader) of a cult of personality. You may notice that they DO have a right to their beliefs, but certainly NOT a right to force those beliefs on others. Even so, what about our need for others and our inextricable intertwining with the rest of the population of the world? Don't we (or cult leaders) care about how we are SEEN by the rest of the world? We (and they) had BETTER! We need each other in order to grow financially, psychologically and spiritually.

Ever here the phrase, "I'm not drinking the Kool-aid anymore"? It is good advice, whether you are an employee or management. I think the phrase comes from the Jim Jones death cult of Guyana in the seventies, where he'd spiked the Kool-aid of his followers with poison. It's a good metaphor to buying into the values of a company that you don't really believe in or is destructive.

Anyone who DOES drink the company Kool-aid is eventually going to contribute to the decline of retention of employees, decline of a mature corporate culture and bring the company down through corporate "denial". When a culture of fear pervades the company, people can be afraid to assert their individual conscience and identity if it differs even slightly with the mandate of management—and it ALWAYS will, because no other person can be our identical twin, with exactly the same beliefs, emotion, and style of decisions. Certainly then, no employee can physically be a clone of management and continue to grow as a person. This feature of group psychology was certainly understood by the Founding Fathers and built into the Constitution.

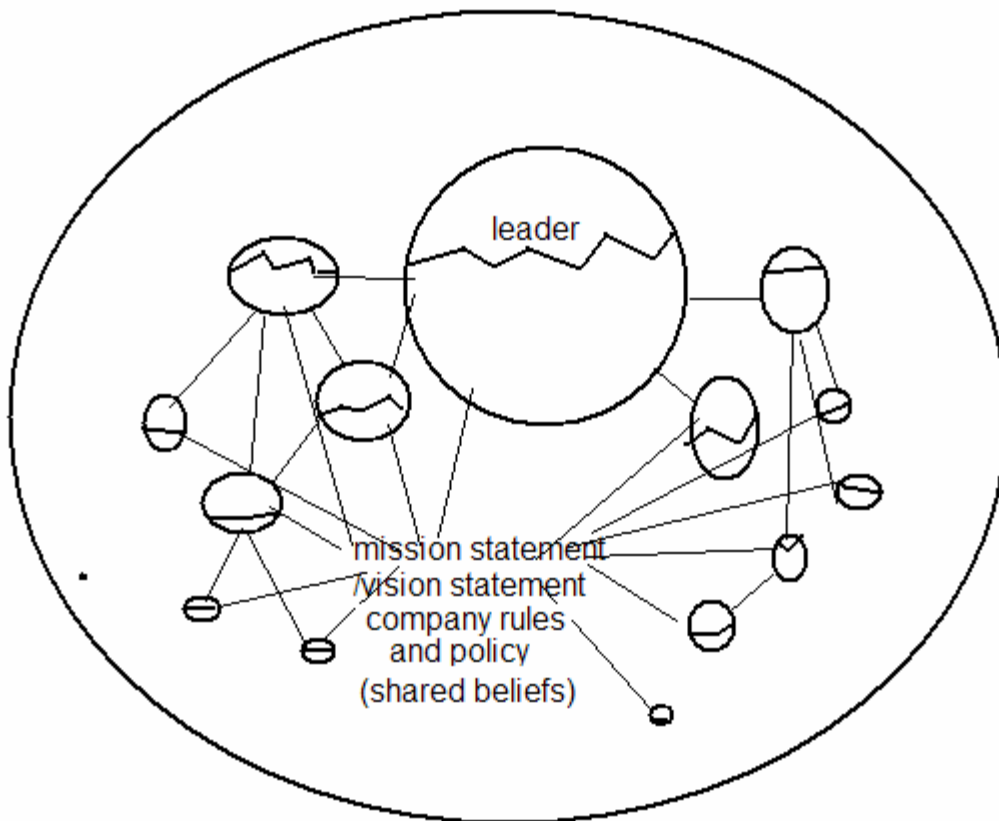
If you remember what we said as far as the “ultimate truth” being the exact average opinion of every person on earth? Well, combine this idea with what we covered about the nature of science versus opinion, and the idea about how every communication that one single person in the world makes, can never amount to more than advertising. What do you get?

You get the difference between advertising and mentoring, or between advertising and coaching. While individuals can only advertise to each other, LARGE groups of people can actually *mentor* individuals through their common, averaged opinions. For example, billions of people see the Christian view as right and fact, and billions also see the Muslim view as right and fact.

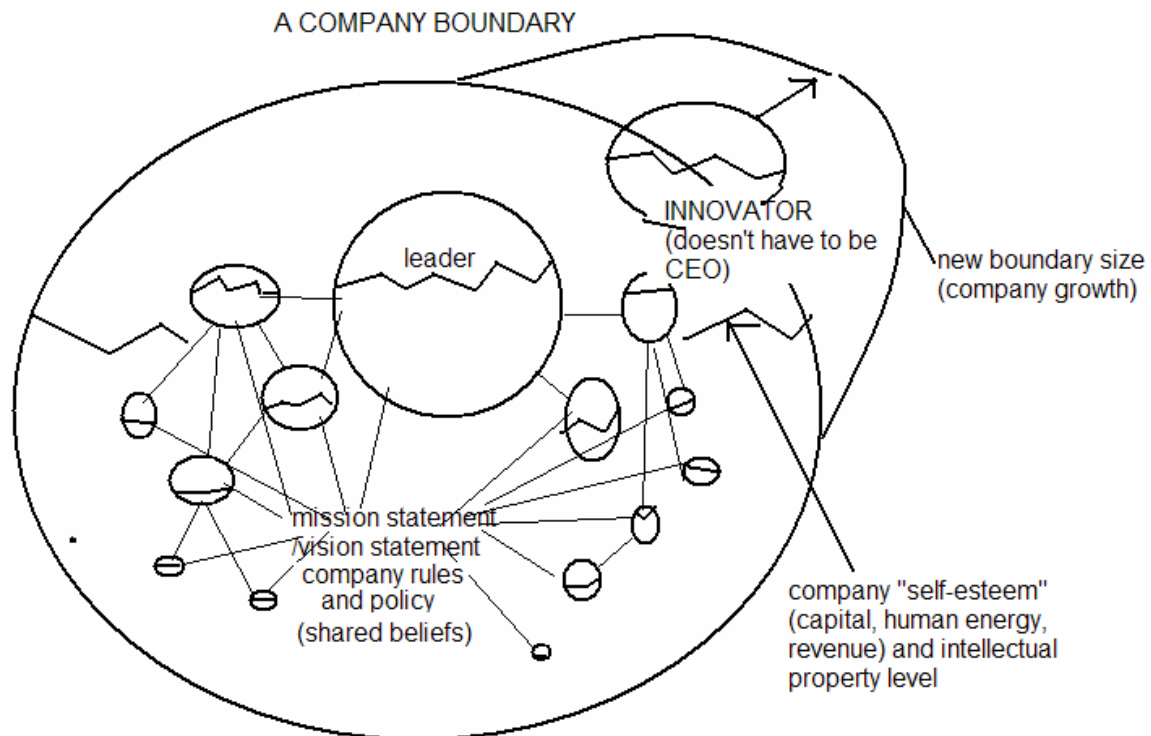
The more universally a common opinion is held, approaching something in philosophy called “a priori” status, the closer you are to *TRUTH* and *FACT*, instead of mere advertising. It is fascinating that science and philosophy are by definition already at the standard for this test of truth—all people are held accountable for reaching the same “opinion” through science and philosophy. A million people do the SAME experiment; they get the SAME results.

In this way, we know for certain that science NEEDS NO ADVERTISING—something works, every time for every person, or else it doesn’t. There are no “opinions” in real science. (And so all those ads by pharmaceutical companies you are abused with are meaningless, and take away dollars that could be going to lower healthcare costs and insure more people.)

A COMPANY BOUNDARY



Imagine that there is a giant boundary around any given group of people, and those people wouldn't BE a group unless they held some similar beliefs. Consider the idea of a company "mission statement" or "vision statement"—all those who work for the company agree to abide by these—they hold the same beliefs on this one matter. That "mission statement" describes some preferences defined by the giant "company boundary".

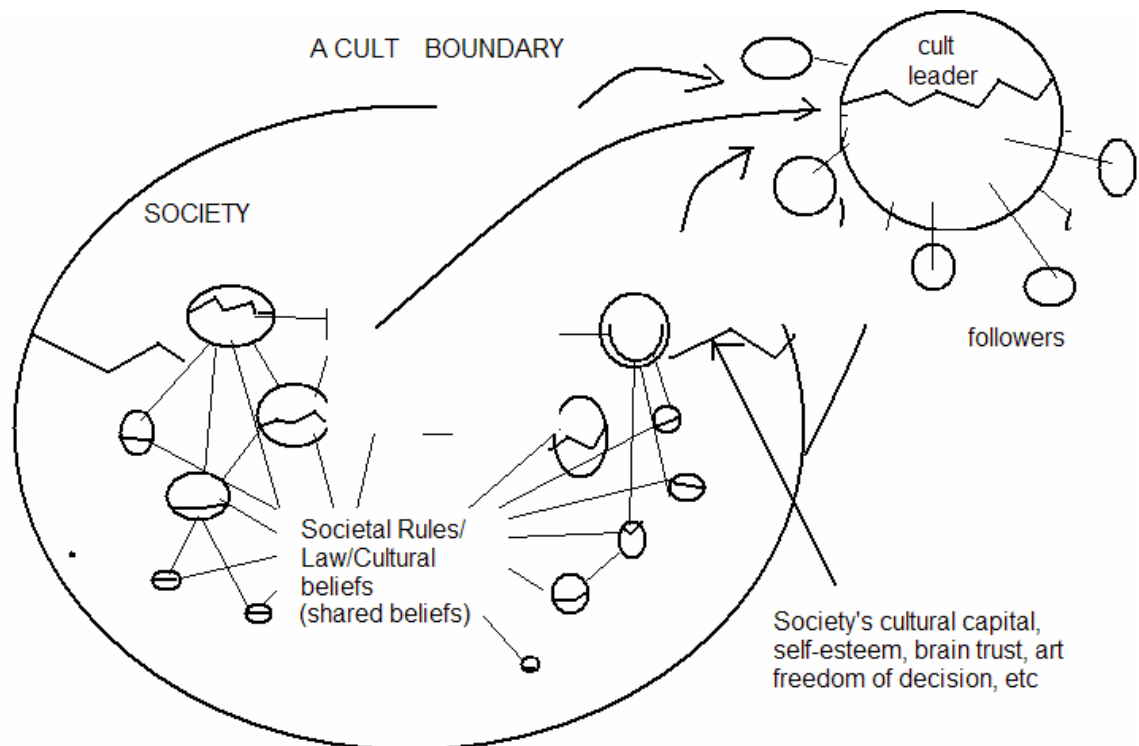


But what of *innovation*? What of visionary people who propel technology forward? Well, think of those people as “thinking outside the box”, almost literally. Actually, thinking “outside the boundary”. They have ideas located OUTSIDE the giant “company boundary”.

So if you want your company to GROW, you have to INNOVATE, just to expand the size of the company boundary. However, then of course, you have to encourage each and every employee to grow emotionally full too, or you’ll have a big empty boundary with no energy inside. Companies such as Boston Chicken/Boston Market, and Kmart have fallen victim to this error.

So what is the difference between a Lee Iacocca, a Bill Gates, a Buddha, a Jesus, and a Mohammed versus a David Koresh, Reverend Jimmy Jones, a Hitler, Stalin, or other destructive visionary? The difference is in both narcissism in the bad guys, and how the good guys see their personal and group boundary more maturely.

The positive visionary has ideas “just a little bit outside the group boundary”, but close enough that people could see them as being POSSIBLE to reach. In addition, these people place themselves inside the group boundary, with only their IDEAS just outside the boundary. In this way, they encourage society to reach out in a group goal, toward new technology and understanding.



The negative visionary instead places their whole self outside the group boundary and demands that people follow them. They also have ideas WAY, WAY, WAY outside the original group boundary. And so while some people DO venture out to follow these destructive leaders, they also find that the rest of society DOESN'T and sooner or later they are a FRINGE group with strange ideas that NO one ascribes to.

Notice how there is not a good tight boundary that binds all the followers to the cult leader. They are tied loosely only in fear and control, as if breaking their tether will send the followers spinning into outer space. And if the cult leader stops his activity, the whole movement goes away. There is no solid group boundary to support it.

This effect DOES happen within companies, especially when there are powerful people in management with poor understanding of boundaries. You see little “fiefdoms of power” build up within a company and those “leaders” actually cause the company to slowly fray and break apart due to their tight control on freedom and individual identity, personal power and growth.

Now you see the power—both positive and negative—of beliefs in action.

The interesting thing about beliefs is that together, they form much of what compose your identity; that is, if you add to them the notion that your personal boundary helps you select from between various *preferences* in life. Your beliefs are a complex thing that are perhaps the most important part of your intellect. They are comprised then of both your education and experiences that guess at why people do and say what they do, and in a sense, they guide you in what you think is *probable and possible* about yourself and the world.

If you remember our talk about the nature of the Left-brain and Right brain, you might remember that these two “sides of the brain”, or our intellect, INVENT the idea of “time” for us. The Left-brain is skilled at constructing a sense of history, and by so doing, it creates a table of *probability*, the ability to guess at the future based on what has happened in the PAST.

The Right-brain in our intellect is skilled at constructing a sense of the FUTURE, based on the flexibility we have by virtue of our experience, or “street smarts”. In other words, we become able to MAKE the future happen with no other information than that—and can invent NEW things that didn’t exist before by combining our experiences in new ways and to new applications. The Right-brain gives us a sense of *possibility*, the ability to envision or create a future that has NO PRIOR basis in the PAST.

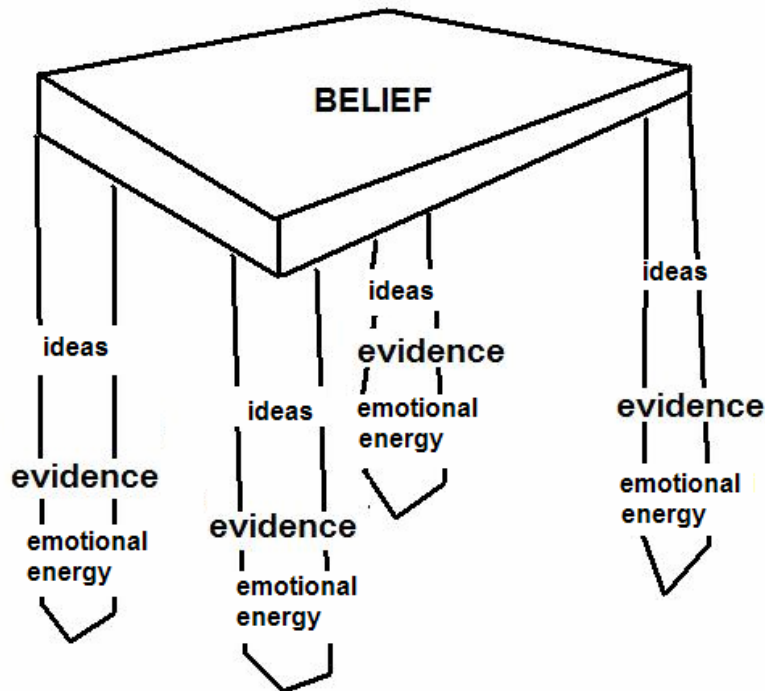
So if your beliefs are concentrated in the past, and are constructive, you will lead a nice, safe, secure life built on *probability*. However, if you have some destructive tendencies—as we all DO—you will be set up for LIVING in the past, and not reaching your full potential.

If your beliefs are ALL concentrated in the future, and are constructive, you will lead a life as a dreamer, full of big ideas, but still never live up to your potential. What’s worse, if you are a bit destructive, is that you will always be envisioning the *possibility* of the worst happening, and limit yourself often.

The best place to be with your beliefs is to have a combination of both Left-brained *probability* and Right-brained *possibility* to them—a BALANCE that you always try to strive for constructiveness with. You’ll find that over time and experience, some of your beliefs become more treasured than others because they start getting you good results in your life. These are called *values*, your most high-powered, valued beliefs. You might even RANK them according to usefulness and pull them out when you really need the firepower in life.

THE ANATOMY OF BELIEFS

BELIEFS are like a Table Top: Supported by Chair Legs
Called "Evidence"



A belief has both intellectual and emotional content, but notice that a BELIEF is also something that you can DECIDE to support with evidence. Or NOT support it, to instead build a better more useful belief. Use only constructive ideas and emotions to do this, or you will have a fixed, destructive belief working in your unconscious.

Now think about this business of “evidence” for the things we “believe”. It is obviously composed of an “idea”, such as “The world is round”, or “I am a loser.” The first idea is a fact supported by science; the second is only an opinion (and a very poor-evidence opinion at that.) Well, these ideas carry enormous weight if they are either:

- a. Facts based in science, which forces everyone who does an experiment to come to the same conclusion.
- b. Or else is an opinion tethered to a significant amount of emotional energy. Think of the energy tethered to the cross or the swastika.

Both of the ideas above—“The world is round” and “I am a loser”—carry significant weight for different reasons, and are both beliefs. The first carries the weight of acceptance by 99 percent of the world, via science, and the second for many, is charged with significant emotion.

Emotion stuck to the bottom of your “table-legs” of evidence also acts as superglue, sticking your belief table to the floor of your mind! The second idea, “I am a loser” is only an opinion—and opinions easily CHANGE with new evidence. However, one person may say “I am a loser” as a joke and not really BELIEVE it; yet another person may say “I am a loser” with great saddened emotion, and deeply believe those destructive words marking their identity. The negative emotion tethering the idea to the table and to the floor of your mind.

This can be a hard concept for people to understand because we all walk around with a different “sense of reality” from every other person on earth. Well, beliefs make UP our reality. Since we LIVE in that reality, it can be hard to imagine changing it for the better, especially if we tend to be passive and not make decisions. The environment is RANDOM, always has been and always will, but it is US who make meaning out of that randomness.

Why not make it for the better? Chop down the legs of those negative, or “limiting” beliefs between the idea and the emotion, because the emotion “sticks” the belief to the floor. Start with new evidence for a new, more positive belief. Sometimes an idea in a belief is stuck so strongly to the floor of your mind that the emotional superglue can only be separated from the idea by such powerful means as hypnosis or Eye-movement Desensitization and Reprocessing.

Identity Revisited

The rest of us might first be well-advised to hack away at negative beliefs by simply using our Observing Ego to see their anatomy in the first place. Overcome them with a new positive belief that you heap such positive energy into, your unconscious attention shifts away from the old one, and it withers away. What you give energy to, GROWS.

We humans are “lumpers” not “separators”, meaning we tend to “lump” new experiences onto big piles of old, SIMILAR experience. Still, we need to remember that example of the car wrecks on I-70, where people were looking right at the telephone poles as the spun out—and wrecked into them as a result. It’s similar to the football running back who’s going for a touchdown. He doesn’t look at each and every one of the opponents trying to tackle him. He only looks at that wonderful GOAL line!

The ability to do this is crucial to your welfare, and that of your company—for if you don’t, you will learn the hard way that beliefs are actually the electronics (called avionics) for your “plane’s” autopilot! If you have to switch on the autopilot so that you can concentrate on other things—as we humans all HAVE to do every day—you really want that autopilot to steer your course well, and be able to land the plane. You do NOT want your plane running on autopilot and using BAD DATA to navigate with! Negative beliefs are bad data.

If you learn to program your own plane’s autopilot electronics, you will be required to look at your beliefs and see if they make sense or not. Do they serve your mission in life or not? And importantly, are they pretty much in line with society, or just a tad “outside the box”?

This “autopilot programming” of course is the process of making constructive habits that we have learned of previously. We take a negative habit—in this case the negative thought-habit of a negative belief. Then we hack it down as we examine it in Observing Ego. We CHANGE it to a new, constructive idea. We strengthen and stick it to the floor with powerful, overwhelmingly positive emotional energy. And then... Let it go on autopilot again, always steering us well. You have just learned how to program your own “plane’s autopilot”!

Soon, these kind of instructions can start to change your identity for the better, because your very *character* can be built in this way, composed of beliefs and actions and boundaries that run well on autopilot most of the time. Personal growth and striving toward Durable Fulfillment become almost effortless because your autopilot has become perfect at navigating your personal growth. You can then kick back for awhile and attend to important things like just enjoying life instead of constantly analyzing it.

Your identity changes for the better because of beliefs you communicate to YOU.

One you have powerful beliefs to guide you and establish your reality, you can far more effectively communicate to others with the communication called advertising. The advertising part is well established in businesses, but what about the belief part? How good can the grassroots advertising of a company be from word of mouth if the employees are unhappy as can be? Not good. It will spew into the customer service, the creativity, and the personnel turnover.

Likewise, how many individuals make great beliefs in themselves, but have never thought of the idea of merely advertising them to others, rather than “forcing them down the throats” of others? Not many. Not without great personal boundary function. So individuals have much to learn from business, and business has much to learn from the nature of an individual’s psychological design.

Nevertheless, once you have mastered your beliefs and advertising, you are going to want to go out into the world and take action, based on them. This is another combined human skill—*action*.

CHAPTER THIRTEEN: POLITICS, POWER, TIME MANAGEMENT AND LEADERSHIP

Action = decision-making + emotional energy to power it like the fuel of a plane or the electricity of a computer. Leaders are “Men of Action”.

Action



ACTION has energy to it, but it also needs a SPARK, an initiation. That spark is your decision to initiate. You may recall that ACTION is one of the things that can only be done in a “Present Moment” mindset.

Now you know why. Because decisions can only be made in the Present Moment, and decisions are half of an action. Action = decision + the emotional energy to power the decision out into the physical world.

You can make a decision in your head, but you can only take an action with your body. For your computer to run your TV or stereo, turn on or off the lights of your house, or anything else, its microprocessor has to DIRECT electricity toward that appliance. This is an action.

Our decisions are the trigger on everything we do. They even help direct or steer us, by linking up to the ideas in our intellect like the guidance system of a plane. Just think of a computer's microprocessor—the decision center. It takes the DATA in the memory, and uses it to coordinate what information is useful, what isn't, and then it directs electrical energy to the proper components of the computer to get work DONE.

What would happen to the energy in your computer if it didn't have a microprocessor? It would short out! Notice that undirected, uninformed action lacks wisdom, which is a function of Decision-making. Undirected, uninformed action includes ALL angry aggression (from the Anger Map), and ALL anxious impulsivity (from the Anxiety Map). Therefore, undirected, uninformed action is the same as suffering. The actions of aggression and impulsivity are forms of suffering too.

Action is best used efficiently AFTER you use your decision microprocessor and your computer memory to size up what the right action needs to be.

Have you ever heard of greatly respected men being called “Men of Action?” Or have you heard of the Marines being “a few good men”? Why do we respect the do-ers of society so much? Well think of it this way—people who have no positive emotional energy in them aren't very ATTRACTIVE. We get attracted to positive energy because we can link up to it like a car links up to the pump at a gas station. It takes energy to do actions and people respect that.

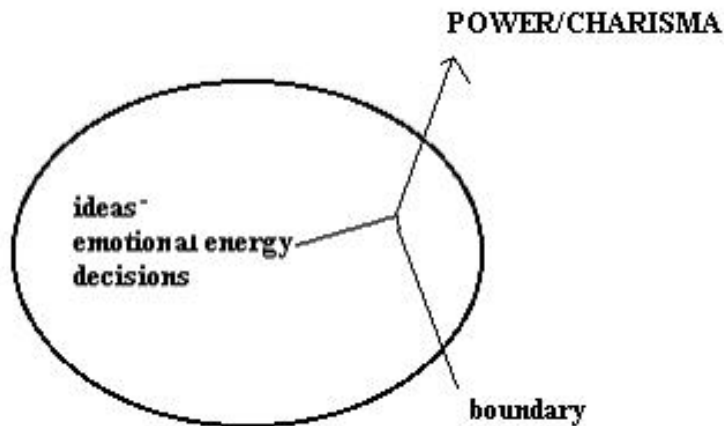
Secondly, when we are passive as the Rat of our fable, we are a little less alive and prone to depression or addiction because of our passivity. This is also not attractive. So being a “Man of Action” says all the right things as far as at least TWO out of four of your core parts of psychology—emotion and decisions.

Being a “Man of Action” may mean much more than simply doing ONE good deed or action. It means a way of life—a whole process of using energy efficiently. As we have already learned there is a special power in you that BUDGETS your resources—the personal boundary.

A Man of Action is a man of POWER, and in physics, POWER is defined as a process of using energy in the most efficient way, or the most work that can be done per unit of energy, and in the smallest amount of time.

Power is a way of life that maximizes your positive emotional energy.

Power (or charisma)



So “POWER” is defined as the “work done per unit time”, or the “rate of change of energy in a system”.

Time is the crucial currency spent in getting to a goal, and goals take work to reach. However, most of us want to be able to accomplish the **MOST WORK** we can in the shortest amount of time, expending the least energy in that work.

This means that in life, the more power you have, the more you can get done for the least effort—a nice situation indeed. When you have power, you can go vacation in Hawaii, leisurely read what you want to, visit with friends without a care in the world, and generally **ENJOY** life without worrying where your next energy (or money) will come from. Remember, energy = money = time = freedom = strength and security. It’s all just psychological currency—if we didn’t **DECIDE** to believe in the value of a piece of paper called a hundred-dollar bill, it would be worthless.

We don't control others giving us power, we only control the efficiency of our use of the energy contained in our own power. Our boundary helps with this by informing us of our *preferences* in life. If you spend a ton of energy in a job you just don't like or prefer, then you are not very powerful! You waste energy in places that do not serve the mission of your life. You've likely heard the Joseph Campbell quote, "Follow your bliss." Well that is scientifically good advice. It points you directly toward your highest possible power use.

You may also have heard of certain computer microprocessors as being "powerful" due to their speed and high technology. Well, what MAKES them so "powerful"? It is that fact that given the same electrical energy input, they ROUTE that energy quickly and to the right places in the most efficient way, through their interfaces.

In other words, the decision-making of the computer operates the "personal boundary" of the computer—the interfaces with the outside world—in the most efficient way. It spends that energy only in the processes that directly relate to YOUR request, and spits out a result in the most efficient and preferred way you decide. That is indeed power, and that is what your boundary gives you when it links up to your positive emotional energy of self-esteem.

Have you ever seen the Anthony Hopkins film, "Instinct"? It is a lesson in power. It says the only power we have socially is GIVEN by others. In the film, Anthony Hopkins is a scientist who has lived among apes for decades. When he is captured and studied by a psychiatrist (Cuba Gooding, Jr.), the psychiatrist "thinks" he is in total control, seeing Anthony Hopkins in a locked room, with security outside.

When Hopkins the scientist suddenly grabs psychiatrist Cuba Gooding, Jr. in a death grip, he asks him, “Who has the power now?” And the psychiatrist responds in a choked voice, “You do.” And so one’s ENVIRONMENT and PERCEPTION has much to do with our notion of power.

The environment is something we negotiate with our personal boundary. The truth is that if we use our Boundary DOORS in a WIN/WIN way, we give others deals they can’t refuse. And they empower us because they simultaneously empower themselves.

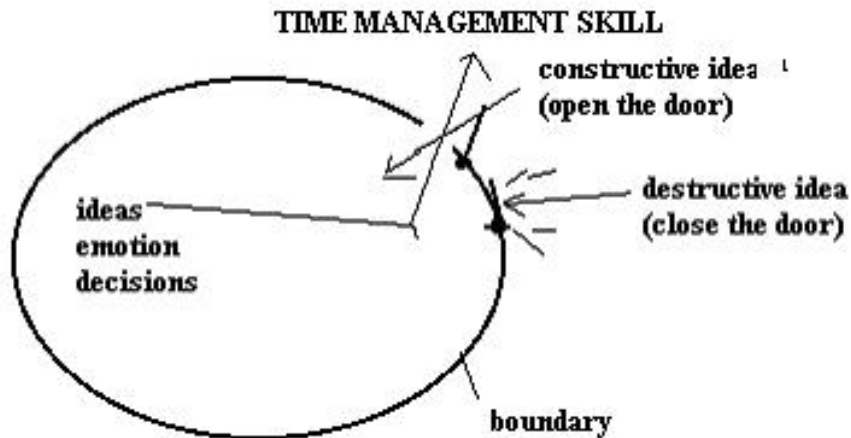
If power is a combination of energy and personal boundary use, we have left out the intellect and its notion of time. What good is all the work you can do with your power if you waste your time in places that don’t benefit you or your company.

Time management becomes as crucial as power to you and your business. We have learned that we can create unlimited amounts of emotional energy by converting stress into self-esteem. We have also learned that we can convert bad decisions into the resources of conscience and intuition—resources that can power our decisions to be more on the mark in the future.

But there is that one sole currency that cannot be created more of in life, because life has a clock on it—TIME. And which we can MAXIMIZE our time by buying it with other resources like energy and freedom, we can’t create a new absolute amount of it in life—we have 80-100 years of it at max.

We can maximize it by spending more time in the present, by trading other currencies to buy more of it, or a brand new and last way—which is to BUDGET it better with our boundary.

Time Management

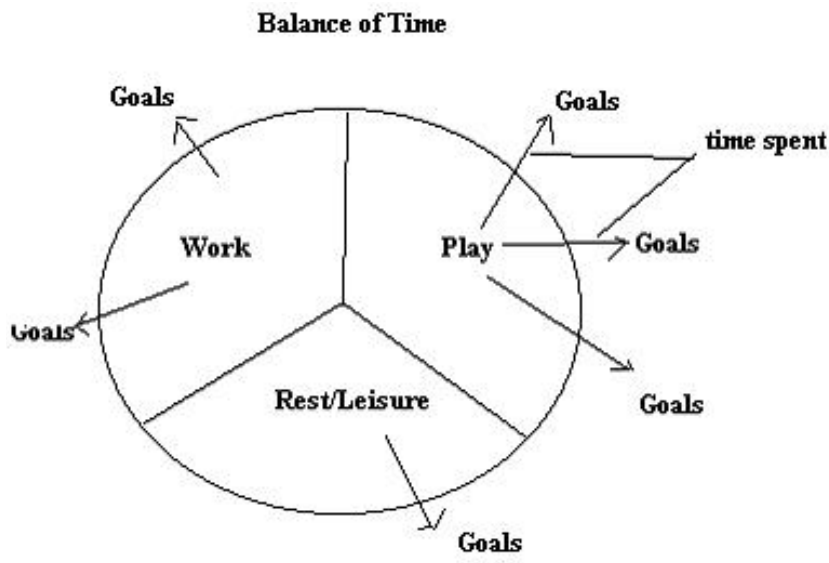


Notice how if we combine our Intellect with the workings of our personal boundary, it leads to a filter of how we use information, and therefore how well we **MANAGE TIME**. There is no time for destructive information that takes lots of work and energy to correct. There is only time for constructive information.

Time is the “currency of the intellect” as you may recall. When we learn something new—get the “book smarts” of education or the “street smarts” of experience—it costs us time. Simultaneously, time is the only resource of life that we have a limited amount of before the clock runs out.

We can use our time with more wisdom by employing Observing Ego to maximize our PURPOSEFUL use of time. Yet, unlike our freedom, boundary strength and emotional energy, we cannot just “create” more of this substance of time. However, we CAN get more EFFICIENT at using it to get to goals. In the process of doing so, we can budget or allocate it perfectly according to our basic needs, values and beliefs inside—good *time management*.

“Perfect” Time Management



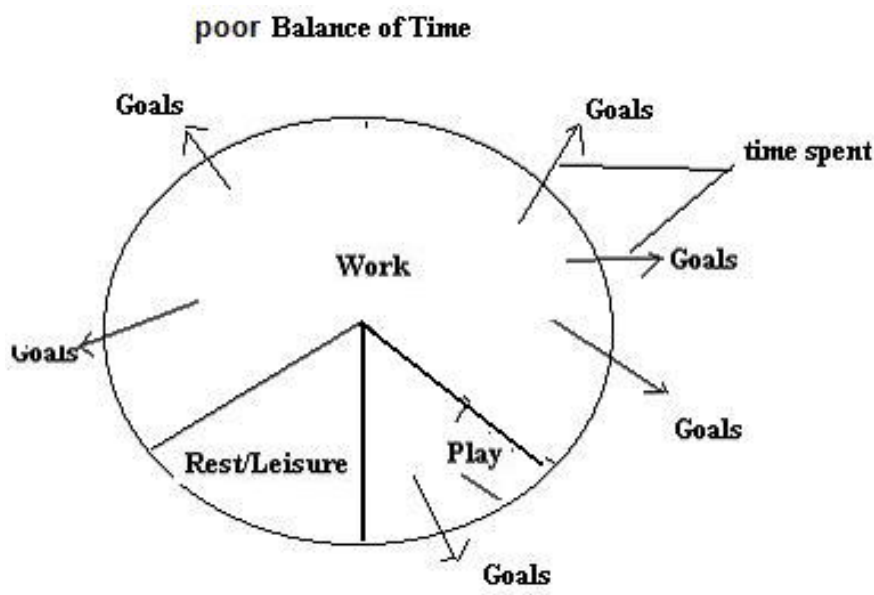
In “Poor Richard’s Almanac”, Benjamin Franklin once said that a “perfect day” is composed of eight hours of work, eight hours of play, and eight hours of rest”, therefore, perfect time management would have the same proportions.

What are your goals in each? We all need eight hours of sleep on average, but during our work and playtime, we often have goals to be reached.

Remember that when we use a resource, it costs us a “currency”. Well, one currency we can never generate more of is time, other than spending as much of it in the present moment as we can, because that’s where it is most valuable.

So what is this process of “time management” relating to the “perfect day”? Well all the activities of life can be divided up into three boxes that Ben Franklin devised. Everything we do is either industrious *work*, creative *play*, or recuperative *rest*. You may notice that these perfectly parallel the functions of the brain in thought—Left-brained activity you might call *work*, Right-brained activity is creative *play*, and finally, a quiescent period where the mental activity is synthesized, such as in our sleep.

“Poor” Time Management



Notice how most of us usually budget our time more like this, with hardly any rest or sleep, and little play or leisure. This is POOR TIME MANAGEMENT, with an out-of-balance budget.

Interestingly, the boundary budgets all of our resources. If we look at time, we are talking about the intellect. So notice how one might think of WORK as Left-brained activity that is “industrious”, and “PLAY” as Right-brained activity that is “creative”. “REST” is then a “quiescent” period where the brain INTEGRATES the Left- and Right-brained activity together to form what is called “SYNTHESIS”.

We can’t live an integrated life of synthetic intellect without a better budget of time. Otherwise, we may be “working for nothing” with our Left-brain, “frittering our time away” with our Right-brain, or exhausting ourselves, never “getting it together” by depriving ourselves of rest. Part of deciding how to use our time is called *politics*.

Politics

Politics is in its highest form, simply the perfect use of the “doors” in your personal boundary with minimal “hole” or “wall” use. It is the wisdom to use your decisions on the doorknob to your inner resources, opening them only when intuition tells you the environment is favorable, and closing them when it is not—and opening the door when your conscience is telling you that YOU are being constructive, closing the door when YOU are full of destructive ideas and energy. In other words, there is excellent self-control within good politics as much as there is the ability to “read” people.

Since the boundary is a core concept in politics, power (charisma), and time management, you might start to see something interesting. The boundary is a “budgeter” of your resources, of which there is a limited amount that must be maintained.

If you pay attention to politics on a larger scale you can start to get the idea that “money buys power”. Who are these guys in our high government positions? So many of them, but for the occasional Colin Powell, don’t seem so inspiring to me. Do they all to you? I don’t see many Thomas Jeffersons or Abraham Lincolns advertising their character on television. But I DO see a lot of money paying for that advertising.

I have some questions for you. What do you think happens in politics when money to finance peoples’ directives comes into play on a large scale? Money is a currency, and as all currencies, is exchangeable for other currencies, including psychological ones.

What happens when there is a huge and ongoing injection of currency into a system that has poor boundaries? Well, the boundaries don’t NEED to be managed so well. After all, they are the “budgeter” of our resources. If you had unlimited money, why would you ever need to budget it?

If money is injected continually into a system that has a “budgeter” built in, that budgeter, or personal boundary simply doesn’t NEED to have any upkeep or growth or maturity. And so what I am saying is that for the few of us who are born into wealth there are special challenges to character-building. There may not be much stress on their systems to spur them into personal growth. As a result, many people who are very attractive politically may not really have the character backing to have REAL power which necessitates a good boundary with “Doors”, not holes or walls in it.

Many immature people then can rise in “perceived” power, with poor boundaries and respect for the rights and opinions of others—even to high government office, and all because of high financial resources which can “appear” to substitute for real character. Remember, currency = currency =currency!

Did you see the conflict in the film, *Gladiator*, between Russell Crowe’s General Maximus, the self-made leader, and the wealthy, but narcissistic Emperor Commodus? The Emperor was exceedingly wealthy, but sorely lacked high character. Yet even as a slave and gladiator, Russell Crowe’s character had stored up such abundance of high character in himself, that he defeated the wealthy Emperor politically. How? The lesson of the film was “win the crowd”. The highest number of people exposed to you are the most perfect judge of your character, because society at large is what most measures your boundary and your tendency to be win/win. They should know—they feel the emotional effect of you.

Abraham Lincoln and Thomas Jefferson did not have the advantage of instant advertising and fundraising technology, and had to rely on slow-spreading character reputation alone for their “campaigning”. I myself, am a registered Independent, and regardless of Democrat or Republican candidates, I evaluate each man or woman in my head for boundary function first, then the other three elemental parts of character psychology to decide whom I will vote for. I don’t want to see the glitz of money in their coffers—show me the self-made man or woman and I will know they had to do REAL character work to build that secondary, superficial currency that flows from it, called *money*.

The same goes for choosing a boss, husband, wife, partner, or any other important relationship in your life. How good is their “politics”—not in Democrat or Republican name-brand, but in deep character?

Talk of politics naturally leads to talk of the very notion of leadership.

Leadership: Power (or charisma), Communication and Politics

- You may recall that Politics= Decision-making + Personal Boundary function
- We just learned that Power= Emotional Energy + Personal Boundary function
- And Communication= Decision-making + Emotional Energy

Why do these three human skills so often go hand-in-hand? You may notice that if you have mastered only one of the three inner resources that compose them, you have a “leg up” on dominating 2/3rds of this trifecta of LEADERSHIP. And if you have mastered two of the prime inner resources, you have at least partial mastery of all three skills of leadership.

These three skills of leadership are very intertwined with each other: There is some politics and power in all good *communication*. There are power and effective communication in all good *politics*. And there are some good politics and effective communication in all *power*. They are like the three smaller ropes that compose a thick bullrope.

Notice how intellect is interestingly not a strong component of any of the THREE CARDINAL HUMAN SKILLS OF LEADERSHIP. Do you now understand how it is that brilliant scientists and philosophers sit on the sidelines of current events, while many extremely powerful politicians, pop stars, and even dictators do not seem all that bright? Apparently you don't have to be a genius to be powerful.

But you DO have to have a good degree of *integrity*, the ability to remained balanced in what resources you have.

Now think of the Jeffersons, Lincolns, and Benjamin Franklins of the past. What makes them different from the Joe Schmoe leaders of today? Well, think. These were not just leaders, but were also brilliant men intellectually. They added the last and final component of character to their leadership skills. As such, they tended to teach and mentor the public, using philosophy, deep understanding of story, literature, and history of the past, but at least half of the great men of the Founding Fathers and great Presidents were also inventors and scientists too. These mentors to future Americans were "Servant Leaders"—the most complete individuals in our history.

They had mastered all the parts of their psychology and became "integrated men", who were capable of using multiple resources simultaneously.

So as you think back to the spectra of our resources, how in the world could we SIMULTANEOUSLY seek the balance of them called wisdom, and intelligence (genius), and the high self-esteem of bliss? How could we simultaneously have INTERDEPENDENT boundary use?

Well, simple. You'd CROSS two or more of those spectra, and try to find balance on them at the same time.

CHAPTER FOURTEEN: ANALYZING OTHERS THROUGH CROSSING SPECTRA

What if you wanted to evaluate yourself or someone else for this thing called integrity? You might start “crossing spectra”! If you lined up any two resources such as emotional energy and decisions, or decisions and intellect, you would find the mutual center zones contain areas of function that have the greatest psychological health. This is an approximation of integrity—simultaneous balance in several resources.

In analyzing your own or someone else’s integrity you may want to cross the three inner resource spectra to view their communication, action, and intention (or purpose) styles in life. Doing so will reveal a certain “blueprint” of the soul of the person, because you will find that they spend a great deal of time more in one location of function more than any other.

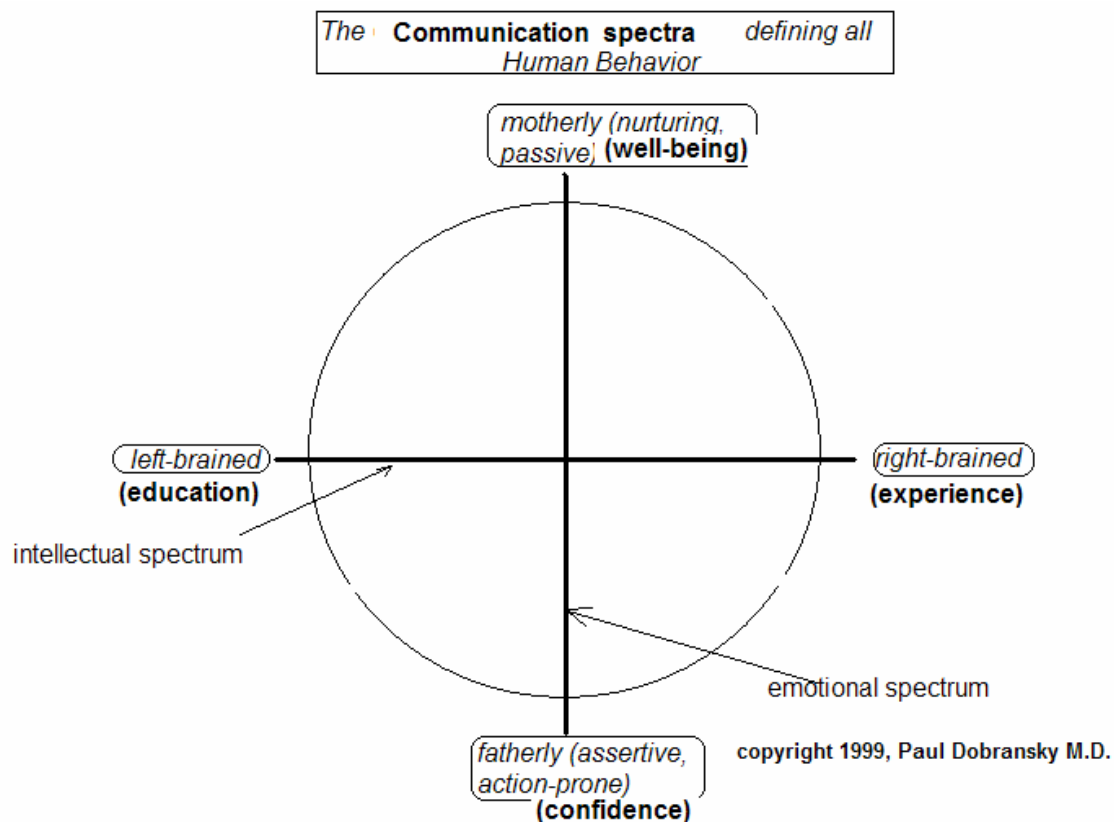
The wonderful thing about crossing spectra instead of looking at them individually is that they can take you from understanding people in ONE dimension, to TWO, and then to THREE DIMENSIONS! How you say?

Well, if you make a circle on the page, then cross spectra within it, you create four unique ZONES within it. It’s fantastic—you now have a way of both categorizing TYPES of behavior, but also allowing the behaviors to be SPECTRAL, or on a continuum of function. If you are familiar with physics, you’ll see this method as a true QUANTUM measure of psychology.

In Quantum Physics, matter is measured and examined as BOTH particles and waves at the same time. You see, “types” of behavior labels them like particles, and “spectra” of behavior lets you analyze them like waves of possibility.

COMMUNICATION REVISITED

In looking at a person's communication ability, you will also be looking at their basic *beliefs*, and also their style of *advertising*, or tendency to convey who they are to others. The *Communication Map* is then a good measure of general *identity*.



Notice on these crossed spectra of inner resources that compose *communication*, that there are four distinct quadrants a person spends most of their time in, communicating *beliefs* to themselves about the world and their identity in it, and advertising their ideas to others.

We will learn much more about this particular Map in the next chapter because it is so central to an understanding of Psychological Integration, by virtue of defining a person's identity in a quantum way, both with a general label and a spectrum of possibility. Remember from physics that the most accurate way of representing matter is as BOTH a particle AND a wave of energy.

People with a dominance of well-being + education, well-being + experience, confidence + education, and confidence + experience will each tend to believe and advertise themselves to others in unique ways. These equations all represent unique *styles* of identity, belief system, and communication all in one package. Try to find where YOU fit into the Map.

A person's location on these crossed spectra tends to be pretty durable since they have no decision-making/free-will represented. So in their native psychological state, we aren't including an opportunity to DECIDE to change that state on this particular graph. Psychologists would then call those general zones of identity and communication function, *temperaments*. Those are general colors of psychology that people are born into, spend most of their lives in, and act as starting points for personal growth. Temperament doesn't change over the lifetime.

But *personality*, or *character* sure does! It is what you "grow around your temperament" as you go through personal growth toward maturity. Add your decision-making power to the mix, and you DO have the opportunity to change and grow from your "native state" of *temperament*! We fully cover this in the next chapter. But for now...

What if you came across a person who was almost always full of confidence and experience, a real Right-brained type? This person would have a certain type of belief system—one marked by confident beliefs of a generally creative, future-pointing nature. (Remember the Right-brain is all about the future). They would have a unique way of both talking to you and understanding the world, wouldn't they? To really connect with them intimately and get some teamwork going, you would need to “speak their language”. So no matter what “quadrant” your own temperament tends to be in, you would need to “get on their channel” by speaking in more humorous, visionary, (and therefore) Right-brained terms. You'd match their level of confidence before injecting some of your own private identity into the conversation.

This process of “mirroring and matching” people is a well-understood concept from marketing theory and psychology. People don't open up their boundary or get in a present-minded state with you unless you “join them where they're at” in terms of beliefs and even physical posture. Mirroring provides a way into intimacy with them.

The same is true of the other three temperaments. If the person is logical, Left-brained, and nurturing—full of well-being—they will speak logical ideas to you, slowly consider things before responding in a caring, concerned, nurturing way. To connect with them you have to mirror them and speak their same language.

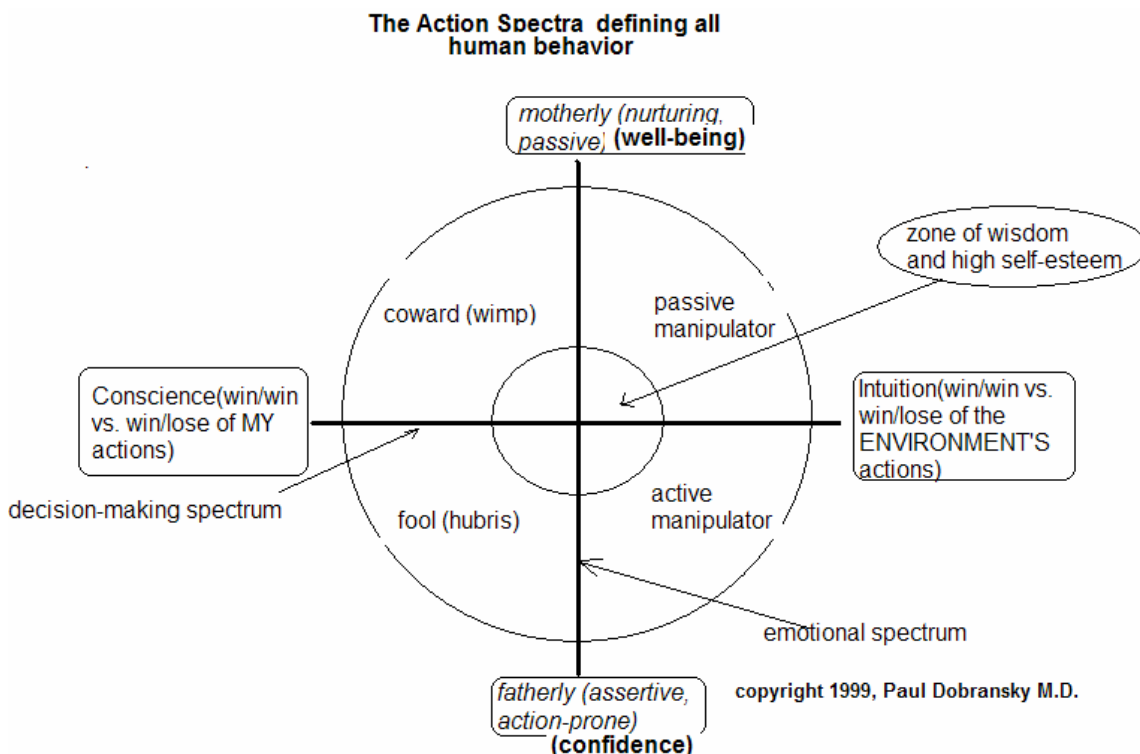
And so on with the other two temperaments. You have a leg up on the Myers-Briggs personality test now, where you can ever more simplify your relations, negotiation, and conflict resolution.

Once connected intellectually and emotionally with people, you can start to analyze and grow with them using your decision-power that is contained in *actions*.

ACTION REVISITED

What if you wanted to detect a person's typical style of taking action on things? (including your own tendencies you want to change or keep the same). You might cross the two spectra that compose action—decision-making and emotional energy. This will “peg” you or the person you are analyzing into a quadrant of function that is “typical for them, unless they invoke Observing Ego to make a more permanent change in themselves.

Decision-making runs from conscience to intuition, and has a midpoint called *wisdom*. Emotional energy runs from being greater on well-being to more full on confidence—and has a midpoint of high self-esteem, love, or bliss. Being near the center of wisdom and high self-esteem *simultaneously* implies then that a wise and happy person will frequently take great, constructive actions. So watch out for the actions of people who are *either unhappy, or unwise*.



In this diagram, you can see that a person who spends most time in the upper left part of the circle takes nurturing actions of a *naïve* nature—this is the *coward or wimp*. One who spends most time in the upper right part of the circle takes nurturing actions of a selfish, and *amoral*—this is the *passive manipulator*, or *seducer*. One who spends most time in the lower left part of the circle takes confident actions of a naïve nature—this is the *fool with hubris*. One who spends the most time in the lower right part of the circle takes confidence actions of an amoral, selfish nature—this is the *active manipulator*, or *con artist*.

So think what the typical actions would be of a coward, a fool, a seducer, and a con artist. How do you know if a person is going to turn out to be one of those in their actions? Well, to put a “quantum” label on such a person there needs to be a proven track record over time. What if you have not had the time to experience their actions yet? Well, you can instantly “feel” if a person tends to be more of a nurturer or an action-prone type, and you can “know” within a few minutes of conversation whether they tend to be more the conscientious, “take the world on my shoulders” type, or the intuitive, “look how clever I am” type—especially if you are NOT in an environment where there are drugs or alcohol. Those cloud up the picture.

What is missing? “Ah, ha!” you say,”their BOUNDARY function!” If they have a tendency to SUFFER, to want to control the things they can’t, they are going to tend to be one of the destructive-type action-takers above. Where they say the word, “should” a lot, and if they have trouble hearing NO or saying NO when they mean it, then they are going to tend to be one of the destructive-type action-takers above. Why? Because the solidity of the boundary is a good mark of MATURITY, and maturity is a synonym for *constructiveness*! You see? You have an instant method of predicting the actions of others now.

If the person, however, concentrates on a balance near the center of the circle, they have both wisdom and high self-esteem, and take none of the four destructive action-types above. Instead, their actions are almost always efficient, right, and benefit society. You can get a reasonable assessment of this by the high quality of their personal boundary. These people say NO when they mean it and are reasonable and accepting of rejection and disagreement when YOU say NO.

Where do YOU spend the most time? If you are somewhere at the edges of the circle, then you have TWO character traits to work on in fixing up your actions.

If you are a nurturing conscientious “coward”, you need only work with patience and discipline on *intuition and confidence*. You grow intuition by SAMPLING many different kinds of environments for your actions, and then making lots of decisions in them to see what works for you and what doesn’t. You grow confidence by using the Anxiety Map that we have already covered. Work on making your boundary mature, and then your actions will frequently be *right*.

If you are a nurturing intuitive “seducer”, you need to work on *conscience and confidence*. You grow conscience by putting yourself in others’ shoes, interviewing those who feel wronged by you to see what effect your actions had on them. You grow confidence by using the Anxiety Map. Also work on your personal boundary to get it more mature, and YOUR actions will start to get you better results.

If you are a conscientious action-taking “fool”, you need to work on *intuition and well-being*. You grow intuition as just stated, by sampling environments and making decisions in them. And you grow well-being by using the Anger Map we covered. Top it off with mature personal boundary work, and your actions start to be on the mark instead of foolish.

Finally, if you are an intuitive, action-taking “con artist”, you need to patiently develop *conscience and well-being*. You get more conscience by allowing confrontation by those you’ve wronged, and well-being by using the Anger Map that we covered. Top that off with mature personal boundary work, and your actions aren’t “con-jobs” anymore, but get you really rewarded by society instead.

As you work at these kinds of skills in growing healthy, and in “reading” the actions of others, you’ll find that you get quite good at other complex human skills too, like politics, power, leadership, and intention.

So with that, we cross over to the last of three “crossed spectra”, the one which combines our intellect and decisions, and is called *intention*. Fantastic—this amazing human skill is like a super-guidance system for your “airplane of success”. It takes you flawlessly to your goals every time, and enlarges the size of your boundary. Therefore it enlarges your extent of REAL control over the world around you.

Intention: The Opposite of Suffering

How can you always make the “right actions”? How can you always fly your “airplane” perfectly? Well, I’ll show you exactly how! You need to *prepare* for actions ahead of time using your *intention*, or what has been called *purpose*. Intention is a special, complex skill I have saved for you until now—a perfect skill that precedes perfect actions, and it happens to be “the opposite of suffering.”

Can you believe it? All this time I told you about the thing that STOPS suffering—simply saying or accepting the word NO with grace. But there is actually an OPPOSITE to suffering—one which takes suffering and turns it into a POWER instead. Your suffering is actually an indicator of what you really need to use *intention* on instead.

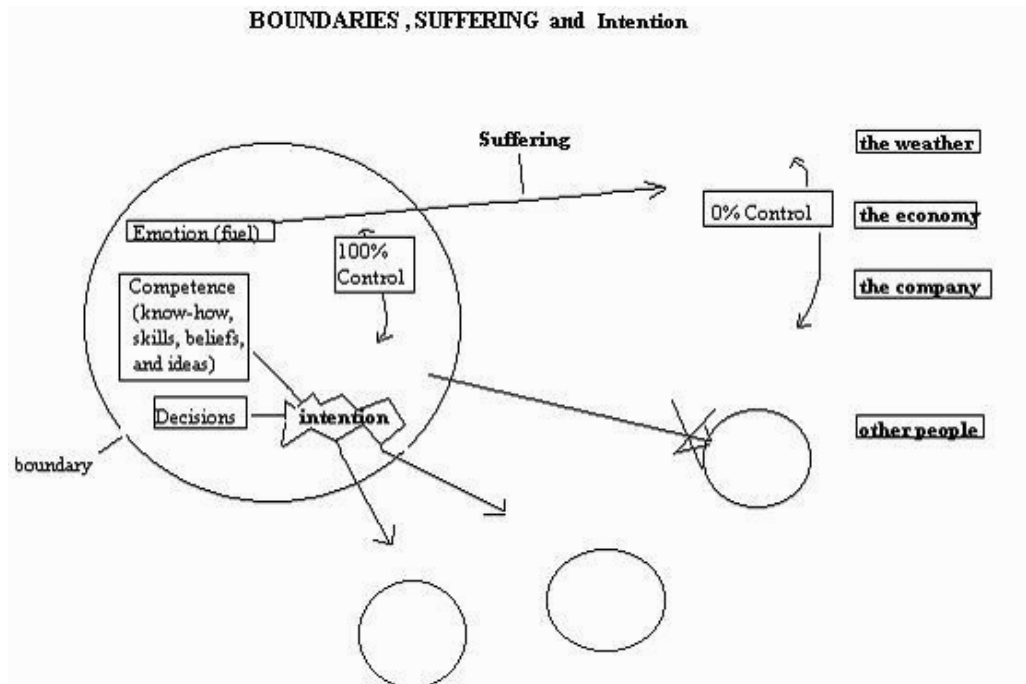
I want you to think about a grade school saying that some people know well: “It is better to shoot for the stars and land in the mud, than to shoot for the mud and make it.”

This is similar to the saying, “If at first you don’t succeed, try, try again.”

Intention is a way of combining BOTH your decision-making and your intellect together, to get a powerful “heat-seeking missile” for reaching your personal or corporate goals. Intention does not add energy until the last possible moment, when you are SURE to reach a goal without *wasting* energy. As such, intention is the OPPOSITE of suffering, which is “spending energy wishing or trying to control the uncontrollable.”

In the rhyme above, “shooting for the mud and making it” is suffering. But “shooting for the stars” is intention. With intention, you might “land in the mud”, but the idea is to pick yourself up, learn from it, and redirect your AIM. So intention is also like your “aim”, or like a “target-sight” to a goal, a kind of “compass” for directing yourself toward a goal.

Intention: The Opposite of Suffering



Note how suffering takes the positive emotional energy called self-esteem in your boundary, and WASTES it on the uncontrollable, without the planning and imagination of experience, conscience (ethics), or intuition (the four parts that make up intellect and decision-making).

When we use those four things: Left-brain function (education), Right-brain function (experience), conscience (ethics), and intuition, we are using INTENTION to AIM at a goal without wasting our valuable energy first.

For example, what if you had a GOAL of becoming a great actor/actress? Now then, what if you live in Iowa, and have never taken a course, not signed up for one, never tried out for a play, and haven't planned to, never bothered to talk to working actors to "borrow" some of their "street smart" experience, and had not thought of moving to NYC or LA? Do you have intention to be a great actor? NO!

But if you lived in Iowa, made a security deposit on an LA apartment, planned on attending acting classes in LA and had already talked to some actor friends there, and even scheduled some auditions for movie try-outs, do you have intention to be a great actor? You certainly DO! You have made ready for it to be POSSIBLE. Your intention is your purpose in the moment, and perhaps, with some good boundary work, you may even come up with a whole-life's purpose springing from your very identity—a life's mission. You aren't *suffering*, DEMANDING that you be an actress right NOW, but you ARE clearing the way for it to be POSSIBLE.

In the case of being a great actor, is it guaranteed that you will become one? NO. That is out of your control until you actually reach that goal. But you sure have a best shot at it, all because of your intention. Once all these things are ready and LOCKED-ON like a “heat-seeking missile”, THEN you are ready to commit energy to it too, without suffering much. Did you ever hear the saying, “God helps those who help themselves?” There you go.

You will find that intention as a target sight on your goal—or a compass for your plane—is composed of four parts. Education and experience fly you right and left like the rudder of a plane, the “book smarts” keeping your eyes on the goal, and the “street smarts” making you flexible at getting around obstacles. Great.

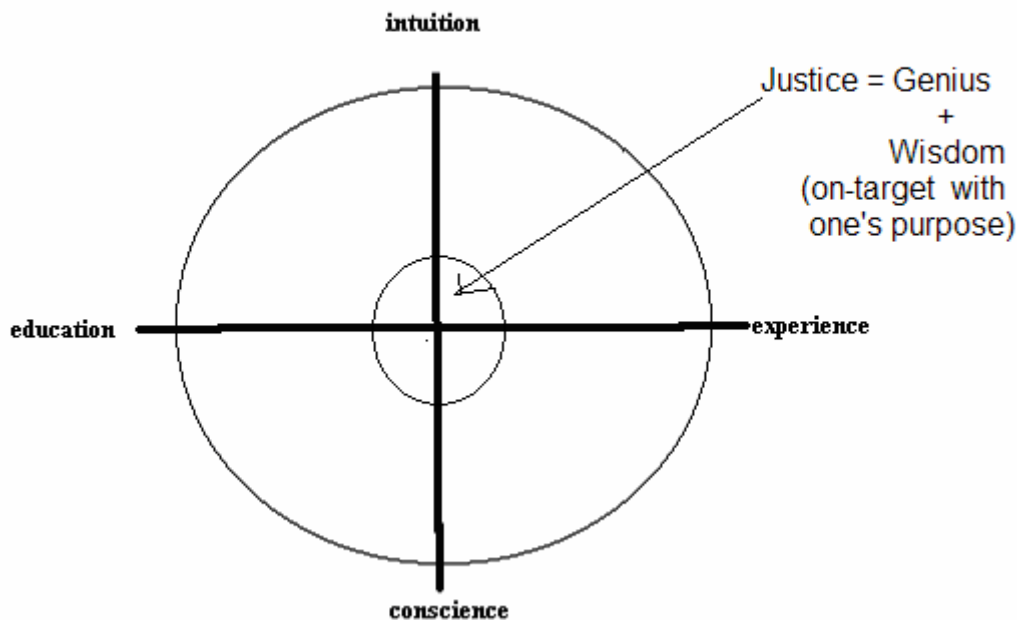
However, when we now add decisions to the skill of navigating, we find that the conscience and intuition are like “ailerons” of the wings—intuition raising your altitude up to try for new adventures in new environments that you have a sense of relative risk to navigate, and conscience lowering you enough to be “grounded” in your ambitions.

What good is being educated and experienced if you go trying for goals that HARM others? And what good are all your logical and creative skills if you are using them in IOWA? You need conscience and intuition too! (Sorry to you folks from Iowa.)

Intention is “shooting for the stars”, landing in the mud, and getting up time after time to try again until you’ve made it to them. Action can perfectly follow the careful, wise planning of intention, and always be on the mark. This way action is never wasted.

Intention as a “target sight” on your Goals: the last “crossed spectra”

INTENTION AS A TARGET SIGHT



Notice how when you are “off your mark” toward a goal, it always, always means that you are lacking in one or more of the four parts of INTENTION:

1. Education
2. Experience
3. Conscience
4. Intuition

You need to correct, or “justify” your “flight course” frequently by practicing at one or more of those skills—to reach a *just purpose* in life. An overeducated and overly intuitive person is another way of naming a *judgmental/prejudicial manipulator* who needs to cultivate more experience and conscience. An overeducated and overly conscientious person is an *judgmental victim-coward-fool*, who needs to cultivate more experience and intuition.

A person who is overexperienced and overly conscientious is an *ignorant victim-coward-fool*, who needs to cultivate more education and intuition. And finally, a person who is overexperienced and overly intuitive is an *ignorant manipulator*, who needs to cultivate more education and conscience in order to get cleanly to goals with purpose.

Note how the off-balance positions on the decision spectrum lead one into *pathological narcissism*.

Remember that *education* plus *experience* make up the *genius*, or *intelligence* in your intellect. And remember that conscience plus intuition make up the *wisdom* in your decision-making. With intelligence and wisdom, your purpose is “on the mark” and considered by society to be *just*, as in “just cause”.

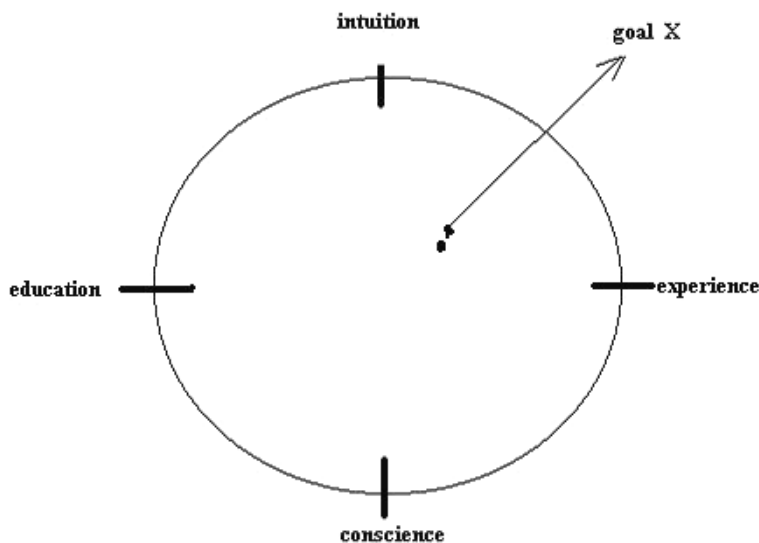
Many religions have the notion of “sin”. There is an interesting definition in the particular one, Judaism, which defines sin in the ancient Hebrew as meaning simply “to miss the mark”. This implies that all people sin, and none are bad to the core, doomed to be judged. One is advised to change approach, to change one’s ways and thereby not to sin anymore. Take a new “aim” with more “just cause.”

Intelligence + Wisdom makes for perfect intention and therefore, purpose in life and business. Perfect intention is called *justice*. To do justice cannot happen without wisdom, but it also cannot happen without full knowledge that comes of a situation, assisted by a formidable education and experience. Maybe that's why only pretty old folks get to be Justices of the Supreme Court—it takes a long time to build wisdom, education and experience.

Strive to use these in strategizing your goals before wasting emotional energy on them. Intention guarantees your energy is well-spent—like being right on top of the landing strip just before deciding to land your “airplane of success.

Intention as a “Compass” guide to reaching your Goals

INTENTION AS A COMPASS



* goal X requires much intuition and experience to obtain it, therefore, you will need to fill yourself up with more of these two

And what if we saw intention as also a “Compass” or guide for flying our “airplane” toward a goal?

Not only would we find that there are certain things we do “wrong” in our intention, but may also find that by the very act of fine-tuning that intention, we actually effortlessly propel ourselves toward that goal!

In the example above, we need to practice more education and learn more conscience in order to get to a goal. Doing so may miraculously propel us toward it, without struggling or suffering, wishing we could make it so without any directed work.

In the “airplane” analogy, this “Compass of Intention” works by:

1. Education keeping our sights on the goal through organization.
2. Experience giving us the flexibility to keep us flying around obstacles.
3. Conscience “raising us up” to an ethical standard that is necessary to get there without going down crashing, and...
4. Intuition “keeping us grounded” enough to recognize the right environments to choose for reaching that goal within in the first place.

Fine-tuning your “Intention Compass”

What if you need work in one or more of the four parts of intention? Remember, intention is the combination of your intellect resource and your decision-making resource.

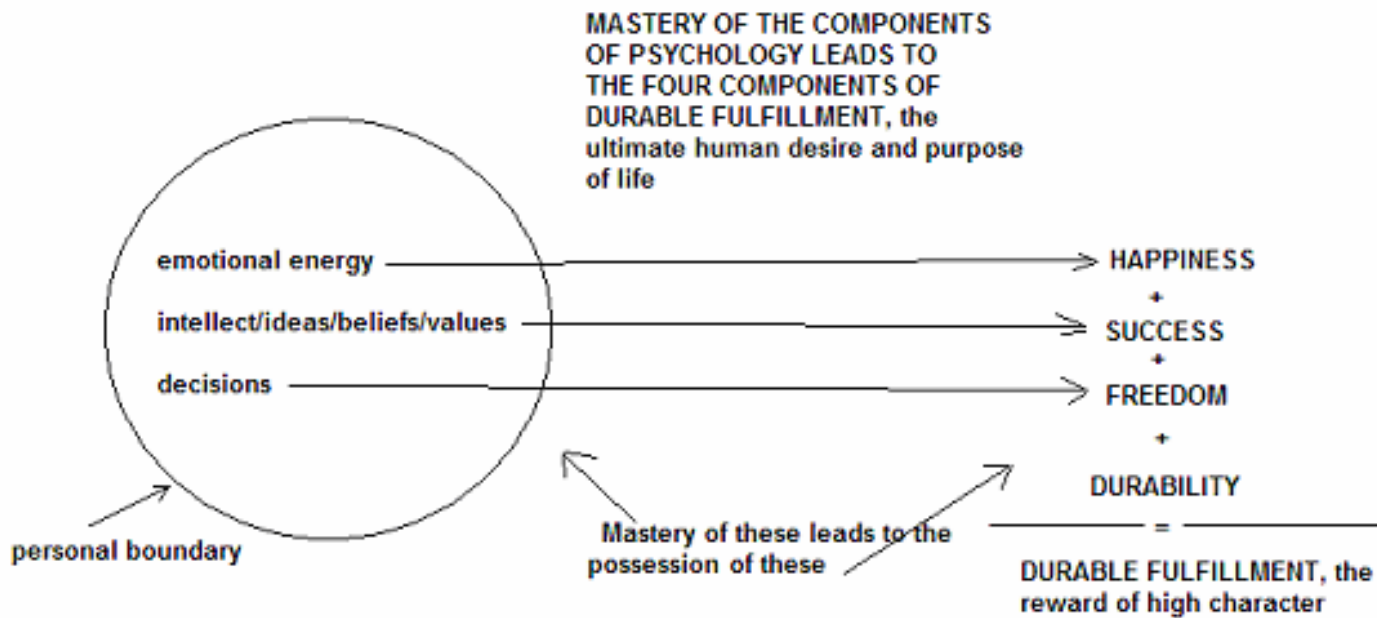
To fine-tune your education, learn how to organize—get a day-minder, take formal classes, how-to classes, practice being on time and using logic, pay attention to history, and learn from it.

To fine-tune your experience, learn how to be flexible and tolerate disorganization, LIVE—go traveling, to parties or artistic events, take up a creative hobby or art, put your whole body and spirit into something that uses your five senses, socialize and get a mentor to borrow from their experience.

To fine-tune your conscience, learn face-to-face about the impact that your *constructive or destructive behavior* in general has on others. Be open to their opinion and experiences about wrongful behavior. Pay attention to the general feedback that society gives you, and if WISE, JUST, more mature people than you give you punishments, you might assume that the behavior you were doing was wrong or destructive.

To fine-tune your intuition, go into various environments and LIVE—try many different things out and catalog what ends up being destructive environments for YOU (based on your identity) and what seems to be constructive environments for you. Be a dabbler, a sampler of environments.

**Now you know exactly how to reach Durable Fulfillment,
and in the process, you now have the skill to solve ANY problem
with a solution to be had.**



How to Solve ANY, and I mean ANY Problem

First, break the problem into its parts: What part is stress, what part is failure, what part seems that it would trap you?

Next, what part of it do you CONTROL right now, and what part do you NOT control right now? DO NOT SUFFER—let go of what you don't control about it so that you can focus your resources on what you DO.

Now you can examine your four parts of psychology, to MAXIMIZE them against the portion of the problem that you DO control.

How can you tune up your boundary against this problem? Can you block the problem at the door first off? Can you have DOORS that let in useful resources/keep out the problem, instead of WALLS or HOLES? This makes you DURABLE against the problem.

Is your decision-making constructive and wise? Full of an equal amount of conscience and intuition? As free of “narcissism” or “immaturity” as it can be? This gives you freedom in handling the problem.

Is your intellect spending time well? Does it use an equal amount of both education's book smarts and experience's street smarts? These get you to goals quickly with success, especially when used as a part of intention.

How do the intellect and decision-making form a good compass for you to steer your airplane with? Are you off the mark? Correct your course.

Finally, have you mastered the FUEL in your airplane? Do you constructively turn anger and anxiety into well-being and confidence through the use of assertiveness and courage? Can you “mother” and “father” yourself or your business with these in order to build self-esteem and therefore happiness?

The more *integrity* you have, the integration of all the working parts of character, the more FLUID your skill at all the other human tools of life: Communication, Politics, Time Management, Power, Action, and Belief.

Maximize your ability to “read” the problem and respond to the problem with good *communication/identity* (and *beliefs*), right *action*, and with PURPOSE, or *intention*.

You will then solve ANY problem that has a possible solution—by reaching psychological integration.

Let’s combine all of our parts fully together now—boundary, decisions, intellect and emotional energy—and do so in the complex way of joining communication, identity, action, and purpose.

Bring “all of yourself” to the table now.

CHAPTER FIFTEEN: MATURITY AND PSYCHOLOGICAL INTEGRATION, WHY ALL TORTOISES WIN THE RACE

What exactly IS “psychological integration”? Well, synonyms for it are “enlightenment”, “integrity”, and “maturity”. It is essentially the ability to master all the human skills and keep them in balance—to have mastered both the complex skills and the simple, making them work in perfect harmony and balance in your life. At the core, you already know what it is—a spiritual and psychological goal to shoot for, and one where each spectrum of function is balanced in the middle. It is a boundary of all doors, with no walls or holes, an emotion of durable *bliss*, an intellect of *intelligence, or genius*, and a decision-making skill of *wisdom*. These are the attributes of the Tortoise in our fable that got this whole journey started.

Psychological Integration is balance of the three spectra plus doors in the boundary that create *interdependence*. It is a joining of the three complex crossed-spectra disc-maps—*communication/identity, action, and intention*. It is stable high character whose ultimate reward is Durable Fulfillment. It is balance on spectra and the midpoint of any circular MAP you use. It is even symbolic and represented in art—the center of the Yin/Yang symbol, the center of the Copernican solar system, the center of the Star of David, the center of the haloes of angels, and the center of the Christian Cross.

Throughout the world of Ancient, Medieval, Renaissance and Modern Art, the center of a circle has always represented spiritual perfection—a goal to “aim” for but humanly impossible to reach. We all seek to be “centered”—now you see a scientific reason that we say those words.

Throughout the ages, the shape of a square has represented a very appealing shape, but not a perfect one as the circle has. The square is the effort of man—his architecture, the very frames we use to mount our art within, the center of every major city of civilization is the “town square”—testaments to the works and skill of Man. Man uses squared coordinates to measure his position on the earth, on every geographic map ever made. He measures the microbes of his world and the atoms of its matter under the squared, position-coordinates of a microscope’s visual field. Man measures the squared coordinates of the tumors in his brain and the blocked arteries of his heart on a square CT-scan film. He lines up his target sight in square cross-hairs before landing his pod on the Moon for the first time, and lines those square cross-hairs up before letting loose the Atomic Bomb on Hiroshima. And from all those troubles we face in that world, Man says he wants to “find balance”. Balance of what? Well, balance at the midpoint of those three quantum psychological spectra.

These spectral midpoints of perfection cannot be reached simultaneously and durably, but they are a goal to strive toward in having integrity. Wisdom, intelligence, bliss, strength. We never quite have them all at once, nor for very long—and yet we long for them. In the theology of Judaism, the word for “sin” literally means “to miss the mark”. And in missing the mark of perfection we are human and normal. The best we can do is to strive for it.

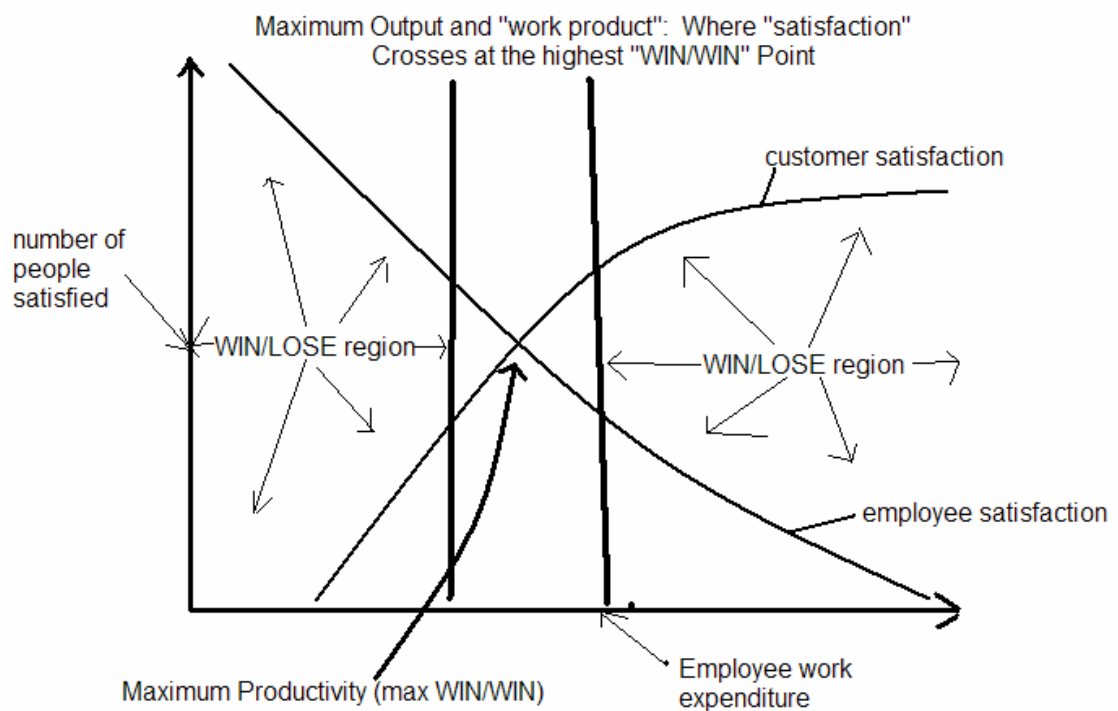
If you think about this, striving for mastery of strength of the boundary, bliss, genius and wisdom—it simultaneously causes one to master politics, time management, economics, culture, intention, action, communication, leadership, and every other human skill. So rather than mucking about in the complex skills and wondering where you went wrong, all you really ever needed is to break those skills into their simple, elemental parts!

If you are working away at managing a business you will not only need those skills in your own repertoire, you will need to teach them to others, causing your employees to come together to work as one person to whatever degree you can achieve that.

At the same time, if you are a true leader and master of psychology, you would have to respect the boundaries and differences, diversity among individuals—including their level of maturity. You would have to respect the need for BALANCE in those individuals too, knowing full well that a life is not just work, but as Benjamin Franklin said, “Work, play, and rest”. There is more to life than business, and yet respecting this tenet also leads business to overflow in accord with the win/win mathematics of John Nash’s Equilibrium.

Without respect to these principles, your business will suffer in intangible ways such as workman’s comp, culturally low morale and personnel turnover. Work smarter, not harder could be restated, “Work with genius, wisdom, bliss and great boundary doors, not just harder.”

If you looked at a curve marking customer satisfaction crossing employee satisfaction, you would see an inverse relationship. Since the “customer is always right”, the unending demand for more value for less money inevitably falls on the shoulders of your employees. But even if you thought of them only as machinery at worst, you would still need to maintain that machinery, or see it fail in inexplicable ways. The only way to control the picture is to infuse them with currency of psychology—give them time, energy through friendship and pats on the back, and freedom to grow and contribute, with boundaries that imbue them with strength. Know right now that without your servant leadership, there IS a maximum output, a peak production marked at the single point where the curve of customer satisfaction and employee satisfaction CROSS.



And the only way to get that curve up higher in production is through your own managerial creativity—not on the shoulders of employees working harder.

That “cross point” IS the current maximum win/win situation, and only your management, and employee personal growth can move the employee satisfaction curve higher to match super-high customer satisfaction. Get higher customer satisfaction DURABLY, and you get both higher sales and market share. Think of it—it goes back to John Nash’s Equilibrium.

If you are in business and there has been nothing else extremely valuable about this book, then you need to pay attention to the paragraphs to follow and the graph above. We’ve mastered the four elemental parts of psychology, right? Boundary, decisions, intellect and emotional energy. Well have you heard of the Gallup Corporation? The Gallup corporation is a polling agency that has discovered something remarkable about employee satisfaction, and it has nothing to do with salaries and benefits. They found that satisfaction is almost entirely dependent on the answers to twelve questions.

1. I know what is expected of me at work.(boundary)
2. I have the materials and equipment I need to do my work right.(intellect)
3. At work, I have the opportunity to do what I do best every day. (boundary and identity)
4. In the last seven days, I have received praise or recognition for doing good work. (emotional energy source)
5. My supervisor, or someone at work, seems to care about me as a person. (emotional energy source)
6. There is someone at work who encourages my development. (mentoring, emotional energy, intellect, and freedom to grow)
7. At work, my opinions seem to count.(intellect)
8. The mission/purpose of my company makes me feel my job is important. (identity, boundary)
9. My associates are committed to doing quality work. (intellect, boundary)
10. I have a best friend at work. (emotional energy source)
11. In the last six months, someone at work has talked to me about my progress. (intellect, emotional energy source, freedom to make decisions in growth process)
12. This last year, I have had opportunities at work to learn and grow. (all psychological resources, and the whole point of spending the limited time in your life)

Wow! Wow, do you see something going on here? The Nash Equilibrium mathematically proves that your company will suffer or FAIL if it doesn't operate in a win/win way that causes both employees and customers to benefit and GROW. Personal growth is all that matters to people about work, or any expenditure of their valuable time.

I once had a chief resident on surgery rounds who said, "If we aren't either learning or having fun, then what are we doing here?" He was right. All the questions that define employee satisfaction above are also aspects of an individual's CHARACTER, and therefore their personal GROWTH. Since a company is made up of individuals and is also legally defined as a person, then company growth stops when employee growth stops. The company itself regresses to lower character.

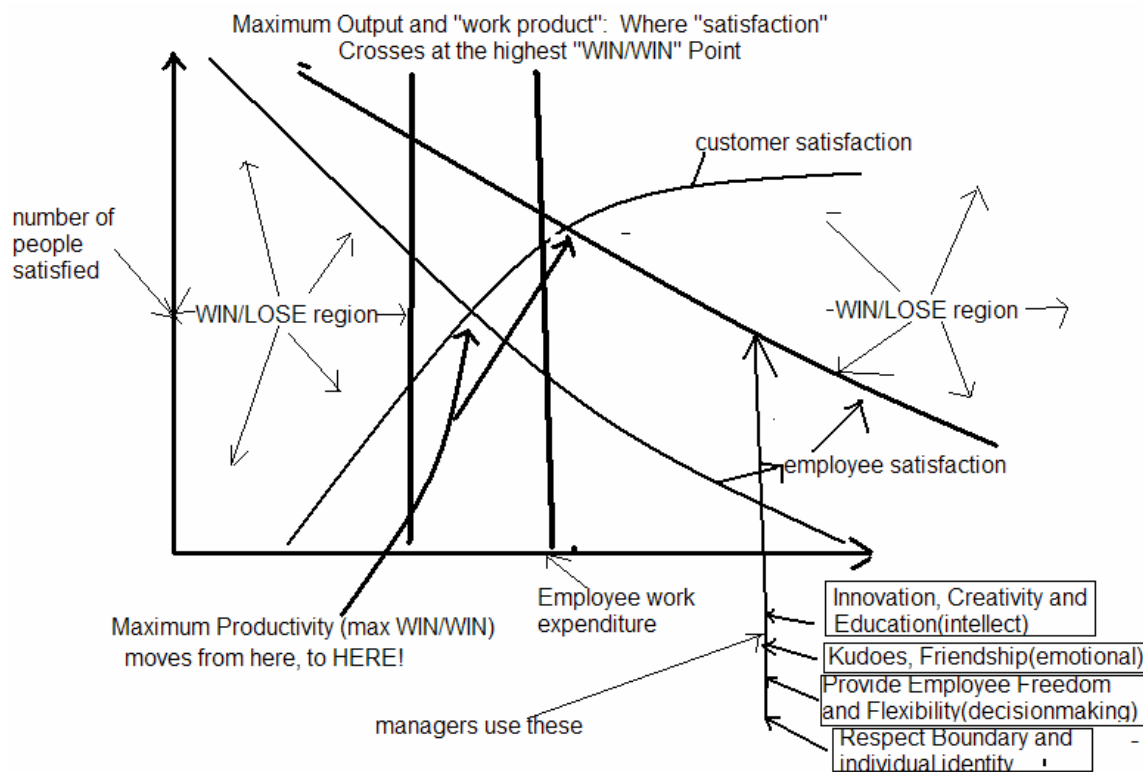
So what if you want your company to always be rising in profit, sales, reputation, and market share? The only way to do that is to have DURABLE increase in customer satisfaction. The "durability" part comes from respecting the individual personal boundaries enough that they ALL contribute to the COMPANY BOUNDARY with all their internal resources too. Yet the Nash Equilibrium dictates that if all other variables are unchanged, there will be a MAXIMUM possible OUTPUT. It WILL diminish in the long term if worker effort is raised without further encouragement of their individual personal growth. Even though in the short term you can profit by working employees to death, they will tire in the long term, and so will your company. Nash's mathematics irrefutably PROVE it.

So the ONLY way to RAISE maximum output to match even higher customer satisfaction is to allow employees to GROW, and to contribute to and encourage that GROWTH. Do this, and your company will be psychologically integrated. You can do this as a manager in four ways that we know well, and they will naturally include all the questions in the Gallup Poll:

- 1.) Personal Boundary—you MUST allow individual identity and accomplishment to FLOURISH. Encourage DOORS instead of HOLES OR WALLS. And remember that the boundary dictates that a balance of independence and intimacy—or interdependence—is always the way to go. It dictates that there is no “right” and “wrong” opinion on a matter—just “everybody right in his or her own way or opinion”. The highest “right” answer though is the AVERAGE of the SUM of everyone’s opinions. And finally that the highest mark of maturity is to “agree to disagree and still be committed to each other” when it comes to boundary function.
- 2.) Decisions—you MUST allow as much employee FREEDOM as possible, encouraging win/win thinking and behavior, and seeing destructive behavior not as “shameful”, but as “off the mark”, guiding it toward constructive behavior by demonstrating how much better the win/win approach benefits their conscience skill. Intuition skill is built by letting employees “cross-train” and find out what different jobs and business environments are like.
- 3.) Intellect—you MUST sponsor employee EDUCATION opportunity and EXPERIENCE opportunity, and show how they work together to produce an equal balance of personal and company SUCCESS. Remember the “airplane of success”. Encourage employee contribution from their educations, and encourage the creativity growth that allows individuals to shine.
- 4.) Emotional Energy—you MUST provide “pats on the back” that are emotionally genuine and personal, not prefabricated awards and forms that don’t mean anything and are an obvious corporate manipulation or patronizing gimmick. Allow sources of energy—family involvement and tolerance for duties, spirituality within boundaries, friendship within boundaries, and MENTORING or SERVANT LEADERSHIP rather than dictatorial mandates.

These are the ONLY elemental ways to comprehensively raise the individual and personal growth of your most valuable asset—your employees. Therefore, they are the only way to make that employee satisfaction curve rise higher, to match high customer satisfaction. Therefore, they are the only way to reach a higher maximum output that causes DURABLE increase in sales, profit, and market share—company growth.

You can provide higher technology and innovation to help them intellectually. You can provide more mentoring, friendship, and family duty tolerance to help them emotionally, you can provide more FREEDOM to be innovative, creative, and structure their time in ways unique to their identity, as well as providing boundaries around duties, roles, and division of labor to help their boundary. Servant Leadership encapsulates all of the above, and raises the curve from as author Jim Collins says, “Good to Great.”



This is the only way to produce an “integrated company”, a company whose collective character and therefore, Durable Fulfillment, is the highest. These are the Wal-Marts, the Carnegies, Mellons, and Microsofts of the world—the businesses built to last.

As we learn about integration, we find that it implies to whole groups of people, or just to the one most important in the world—YOU.

So this chapter is dedicated to bringing all we know together, to help yourself take all you’ve learned, program it into the computer of your mind, and eventually to master it enough to let it run you smoothly in the background, essentially as a set of autopilot “habits” that you don’t have to be constantly analyzing to get good results.

What’s more, in bringing all these skills together in yourself, you may see that you are far more effective in teaching it to others, and thereby running your business well. You will then have learned to get others to operate together in harmony—all in a way that totally respects their individual boundaries and the rights and resources contained within them.

Your business is a person, and that person is made up of the intellect, energy, decisions, and individual boundaries of its own employees within.

From mere “problem-solving”, to Psychological Integration

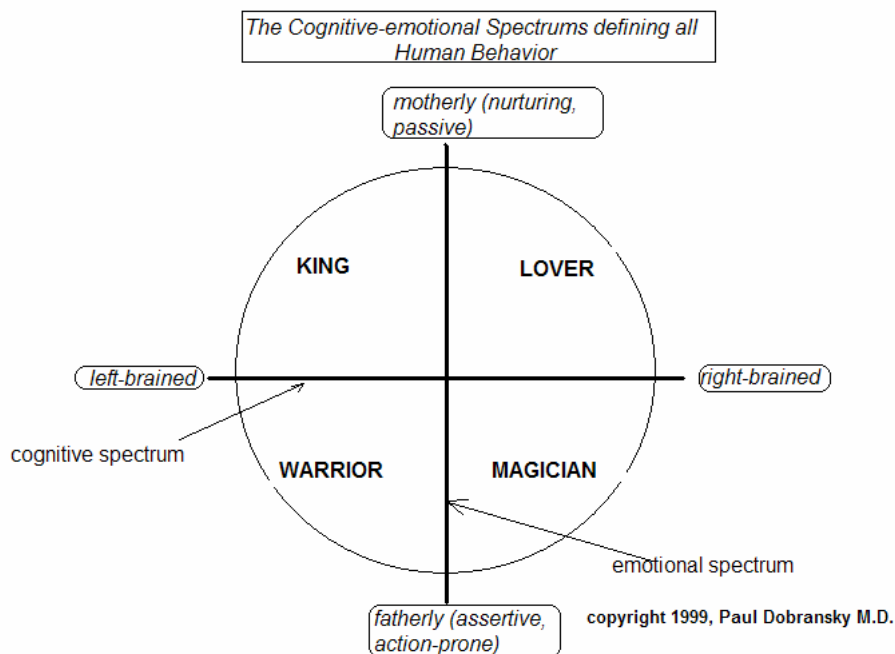
The interesting thing about bringing all of the four elements of psychology together—boundary, emotion, intellect, and decisions—is that when you view their operation in synchrony, you can actually start to “plot” a location in a single point that represents your current psychological function.

There is only one way to accomplish this graphically, and it involves a very elegant diagram—one where a symbolic representation of BOTH the “terrestrial”, or imperfect nature of man is represented, but also the divine or perfection to be strived for is also represented as a goal. The way this is done is to use the imperfect, “terrestrial” MEASURE called “Cartesian Coordinates”, which are “square” in shape, but measure your psychological position on a grid that is “perfect” in shape—the circle.

The way you accomplish this is to mark your Cartesian Coordinate on a circular “map” bisected by crossed spectra of function! If you do this with the emotional and intellectual spectra, you will create four quadrants in a circular grid that represents all possible function of the skill of communication of your identity—showing people who you are. This skill as you know, is representative of what we *advertise* about ourselves to the world, as well as what we communicate about our identity to ourselves in the form of *beliefs*, covered in the previous chapter.

If you keep in mind that the personal boundary also is heavily involved in defining the degree of solidity of our identity, you will recall that the fundamental core of the DETAILS of our identity is in the form of BELIEFS.

So now you can mark your approximate identity on the map below, by determining the quadrant in which you “spend the most time” functionally.

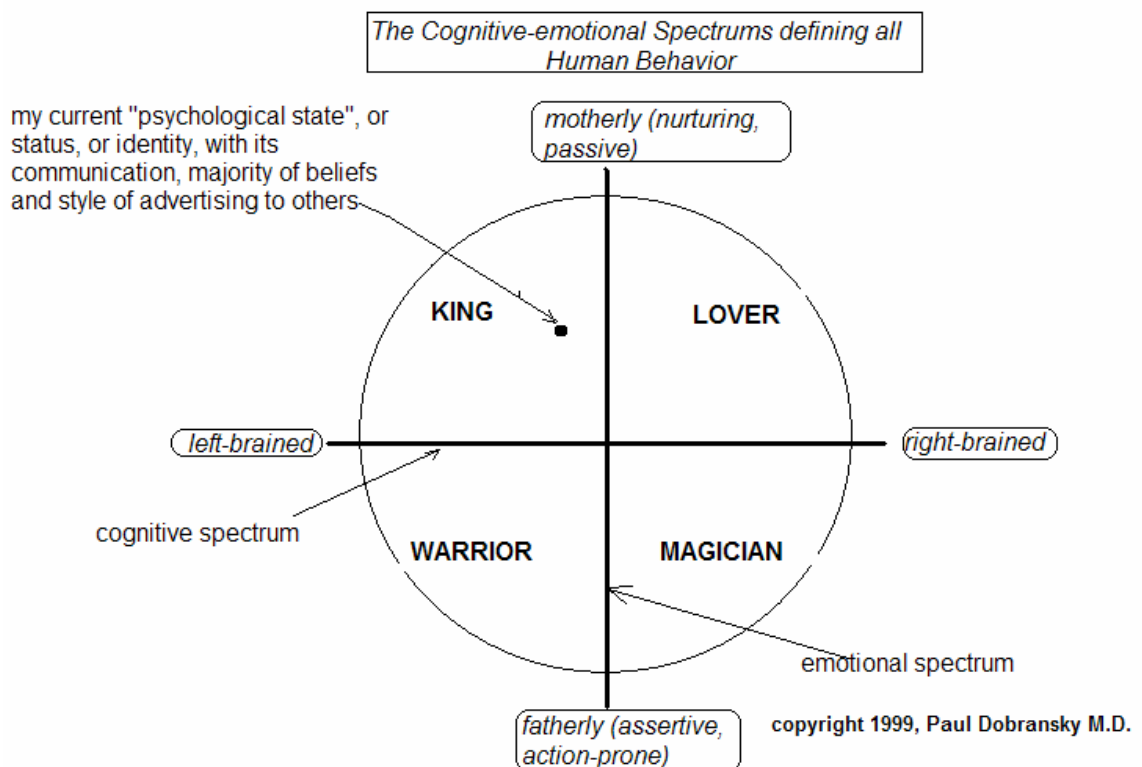


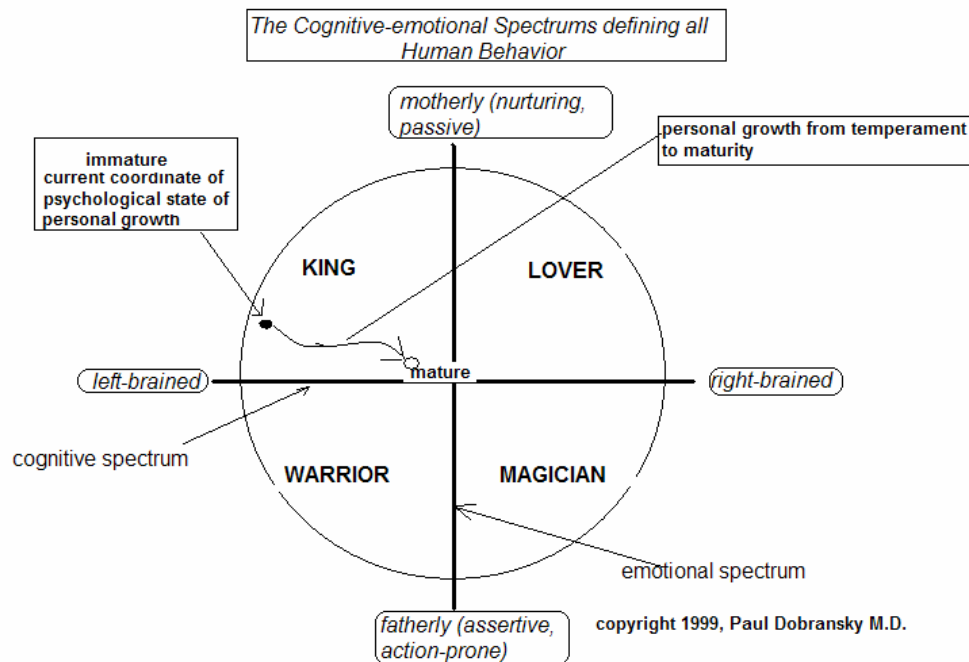
We have been learning about the four elements of human psychology: personal boundary, decisions, intellect, and emotional energy. Yet we also learned that the three inner resources: decisions, intellect and emotional energy exist on spectra of function.

What happens when we want the “working parts” of our psychology to run in synchrony, like clock-work? Well, maybe we should start by crossing TWO SPECTRA, so that we can SIMULTANEOUSLY seek balance at the center of BOTH at the same time. Let’s use the age-old “mind and heart” as a representation of one’s *identity*.

If we take the “cognitive spectrum” for intellect, with Right-brain experience on one end, Left-brain education on the other end, and intelligence, or “Genius”, in the middle, then take the “positive and negative emotional spectra” with Well-being/Anger on one end, Confidence/Anxiety on the other end, and “Bliss” in the middle, we reach a perfect model for an energy/information system that shows ALL POSSIBLE human function, phenomenologically.

Phenomenology means: “events and behaviors we see on the surface”. As a result of seeing all possible human phenomenology of “heart and mind”, we can mark the current state and tendencies to operate in certain territory, of all possible human behavior using simply a “spot” or coordinate.





As a result, we can actually mark a path for personal growth. We begin in *immaturity* on the outer edge of the circle (see diagram) in a “psychological territory” called our *temperament* (in this case, the King Temperament). Then we move onward to maturity, personal growth, and psychological integration, closer to a balanced center of Psychological Integration in the “center of the circle”

Temperament is an immature core “style” of intellect, decisions, and emotional energy that we are all born with. Just like some babies are happy babies, some “colicky”, and some curious, shy, or rambunctious, we all have temperament at our CORE.

But, we are challenged in life with growing a mature PERSONALITY around that temperament, by working on all the parts of character that we have covered in this book. Work on your use of anger, anxiety, education, or in this case—experience—and you GROW more integrated.

If you grow more integrated, or have *integrity*, you will make habits of all the skills of maturity, let those then go on autopilot, and your life flows more effortlessly toward the reward of Durable Fulfillment. Imagine the circle map above as being 3D, and very flat toward the circle's edge, but deep like a funnel toward the center. The closer you get to integration the easier it becomes, just like gravity makes it easy for us to fall.

Psychological Integration: the King, Lover, Warrior, and Magician

How does *temperament* relate to psychological integration of mature character and personality?

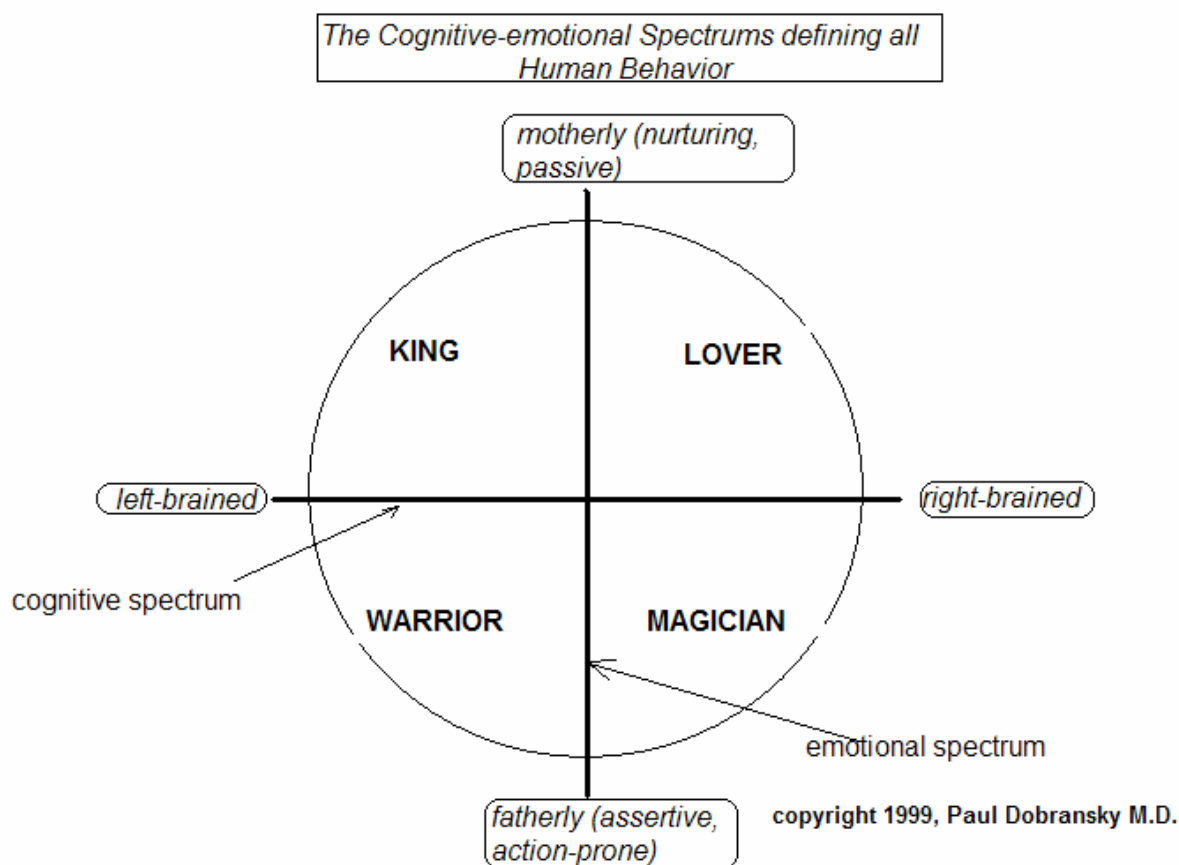
This is where Jungianism comes in. Karl Jung posited a notion that SYMBOLS carry huge amounts of information in a single word or image. In looking at mature personality, many writers such as Jung himself, Thomas Moore, the Authors Moore and Gillette and others, suggest the four words King, Warrior, Magician, and Lover as comprising different faces of a mature set of human skills, encapsulated in four simple words. I have taken those words or symbols, though we could easily use four others, like Leader, Enforcer, Emcee, and Poet, or CEO, CFO, Chief Sales Officer, and COO.

Whatever words or symbols you want to use for temperaments, I have found that four areas of function on my circle complete a map of all possible human behavior. At the outer ring of that circle, one finds a pure, core, child-like mode of operation that other psychiatrists such as Anna Freud, Klein, and others would call *temperament*. These King, Warrior, Magician and Lover “names” or “symbols” correspond to what I call “Jungian Temperaments”, a new idea not written of before.

So when one grows from temperament to mature personality and therefore psychological integration, how does that work?

Well, Psychological Integration means that all the aspects of mature character have been practiced at and mastered, AND they ALSO now work in HARMONY, almost without your having to think about them consciously. They are in *balance*. You have made NEW HABITS of behavior, even though your original temperament is still a core “style” deep within you.

So we need to begin with those temperaments, and to help you find your position in them, so that you have an honest “starting point” for your personal growth. In doing this, you can then use everything else I’ve taught you in this book in order to grow toward the “center of the circle”, where your function would be more of Psychological Integration.



The KING TEMPERAMENT is Left-brained and more *nurturing* emotionally—more full of well-being than of confidence. “Kings of olde” might lead, strategize, and dispense wisdom, but not be the first to run into battle or create art.

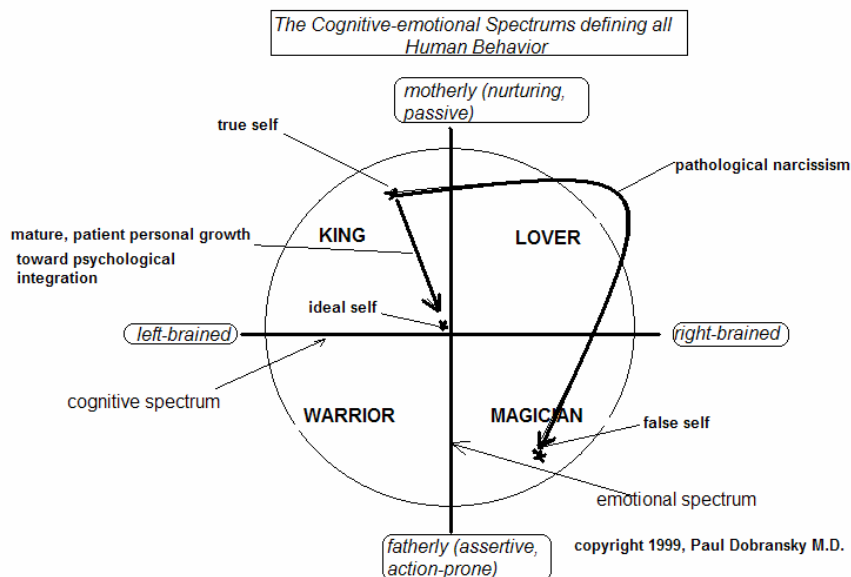
The WARRIOR TEMPERAMENT is also Left-brained, but more full of *action-prone* emotion—more full of confidence than well-being. “Warriors of olde” might charge first into battle and defend others—more men and women of action than of study and art.

The MAGICIAN TEMPERAMENT is RIGHT-BRAINED, and more full of *action-prone* emotion of confidence, than of well-being. Emotionally like the Warrior, but intellectually creative and innovative, prone to spectacle like a movie star. “Magicians of olde” might rouse a crowd in celebration or provide the King with secret knowledge and physical devices that further technology. They might also gather artists to physically produce masterpieces, dances, and festivals, and give the Warriors new special weapons never thought of before.

Finally, the LOVER TEMPERAMENT is also RIGHT-BRAINED like the Magician, creative and artistic, but less action-prone and more *nurturing*, fuller of well-being than confidence. Lovers or “poets and artists of olde” might paint alone, or write stories that inspire the masses. They might comfort the King one-on-one, and feed creative ideas to the Magician who carries them out in public.

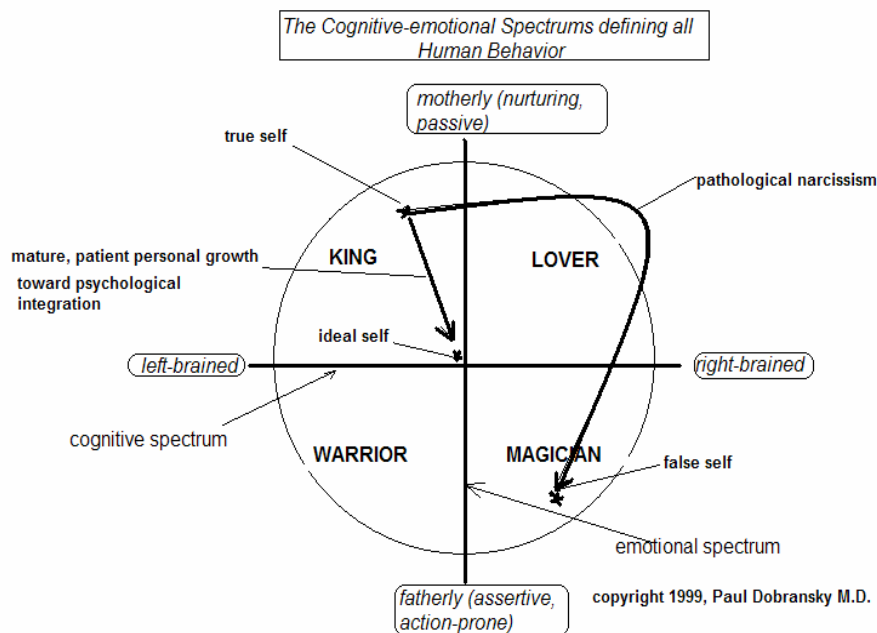
It’s that simple. Which one are you born into? Are you more of a King/Queen, Warrior, Lover, or Magician? Because you will find you want to grow toward your opposite in order to psychologically INTEGRATE and be more mature. You’ll even find yourself attracted to the opposite temperament in others.

Integration and “Self”



If you notice my original circle diagram however, you might see that there is no decision-making resource represented yet. If we want to account for *all three* inner psychological resources, we need to add *free-will* to the Identity/communication Map, so that we can DECIDE to start our journey of personal or company growth. Decisions are the “definition of life” and responsible for our growth more than anything else. They have a special way of being shown now in this 2D diagram.

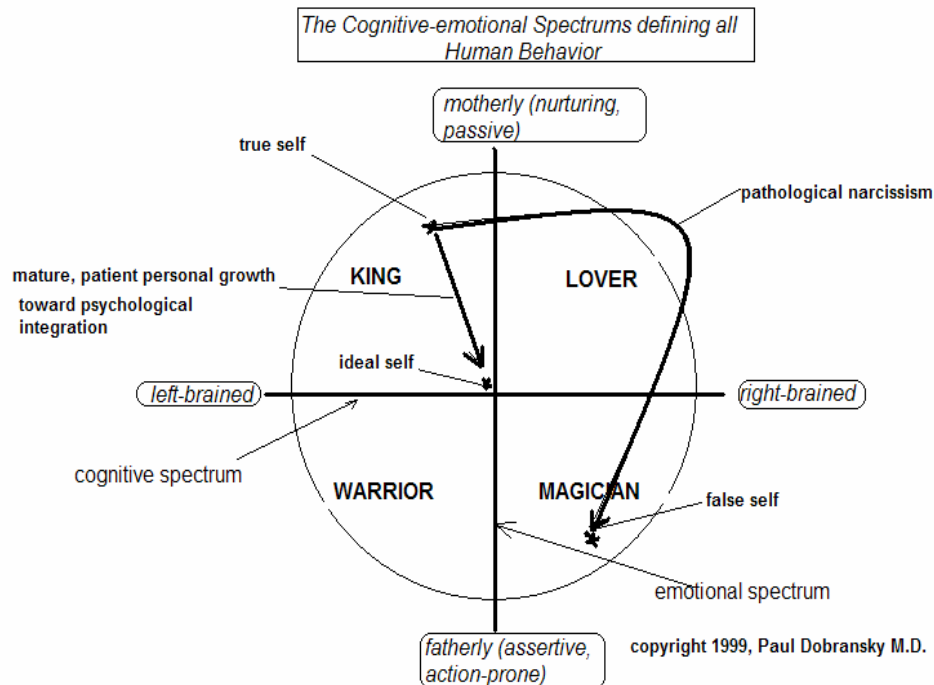
There was a field of psychology decades ago called “Self Psychology” which saw human growth as being composed of a True Self, a False Self, and an Ideal Self. Designed by Heinz Kohut and Otto Kernberg, it never was represented in diagram form. I have done this for you now, for the first time



TRUE SELF is your REAL position of function on my map of Psychological Integration. Remember that many times we “don’t see ourselves as others see us”, as Scottish poet Robert Burns once said. So many times, others will point out our faults, boundary holes, and destructiveness that we ourselves cannot see.

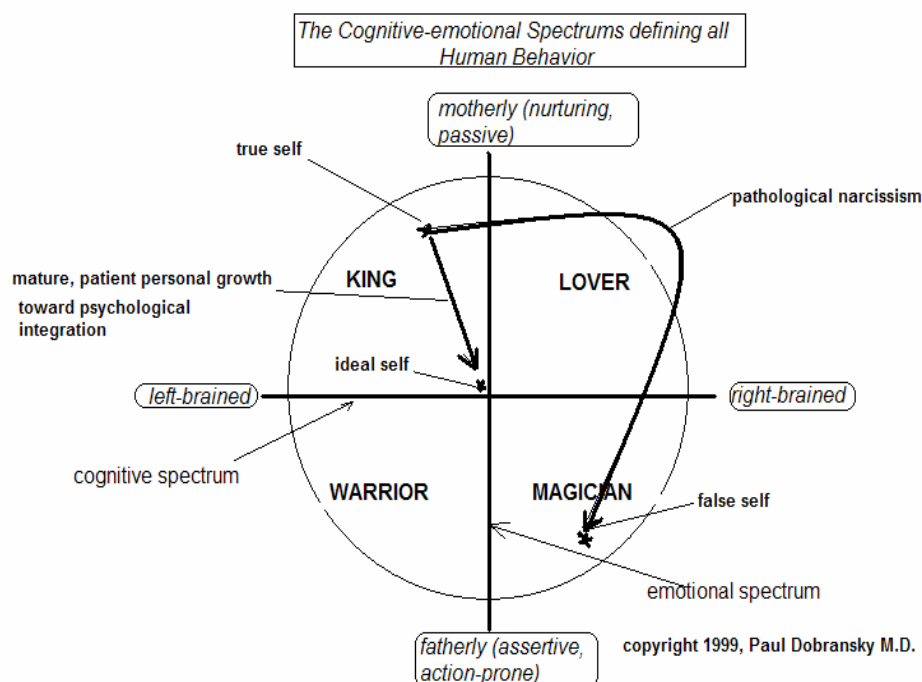
FALSE SELF is an imaginary or wished-for state of function that we all have as children, and we lose as we mature. Have you heard a child say, “Look Daddy, I’m a fireman!” or “Look Mommy, I’m a princess!” Well, no they aren’t. To be those things some day would take a lot of work and growth and discipline. Yet we imagine and mimic the psychology of things we wish to be someday.

IDEAL SELF is a real goal of mature adults to shoot for but never to be perfectly reached. It is essentially our vision of ourselves as psychologically integrated people. Ideal Self is AIMED for through constant character growth.



Notice what it's like standing in the plane of the circle. Now, look out from REAL SELF at FALSE SELF, and you might see that FALSE SELF can resemble IDEAL SELF. Why? You are looking through the center, that's why. It's an illusion we all concoct when we childishly say, "Look, I'm an actress!" when we have never taken an acting class in our lives. That's False Self. It's pretend, and we let ourselves have denial about our real abilities.

Many people never get out of this illusory perception and never grow because of it. I want you to have this new "BIRD'S EYE VIEW" so you can see the difference. Observing Ego—YOU looking down at a model of YOU—lets you see the REAL truth about yourself. The notion of these types of "self" is founded in one's decision-making and therefore degree of wisdom. The tendency of "self" to be constructive, not destructive, WIN/WIN, not WIN/LOSE.

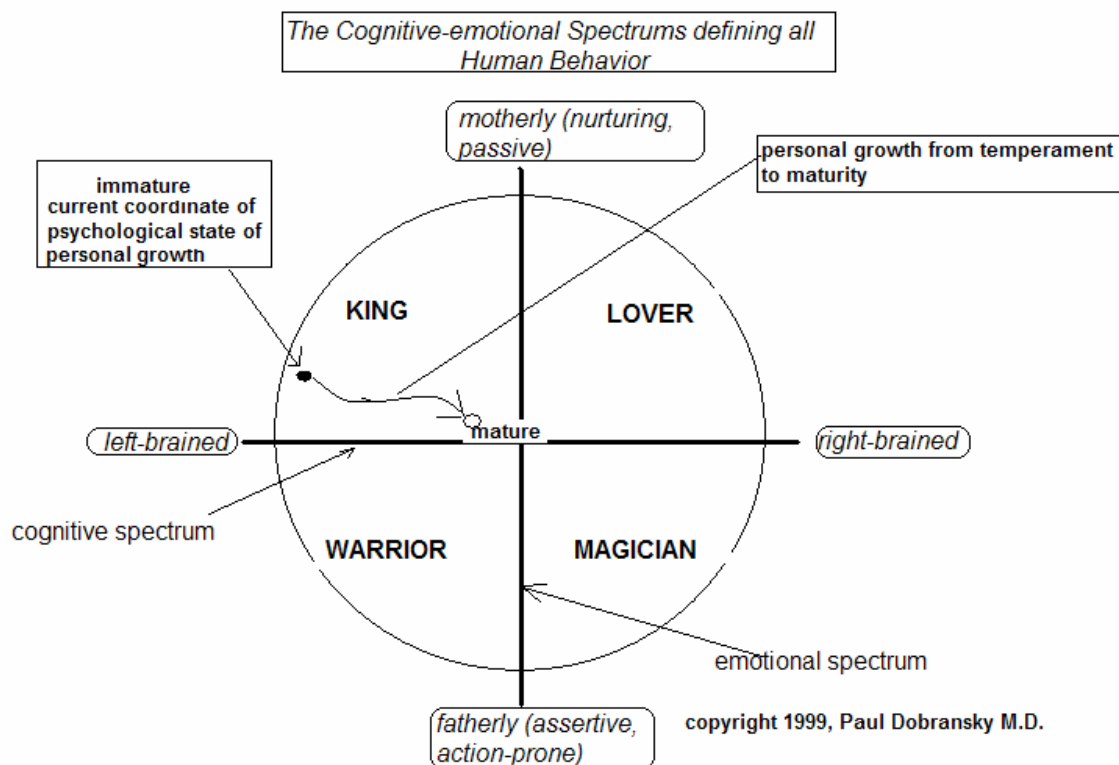


When we destructively, childishly decide to put on False Self, we pretend to be what we are not. We usually pretend to be our opposite. A man who proclaims fakely “how honest he is”, is likely a liar. A woman who proclaims publicly how against sexual perversions she is, is likely to be just so in bed. False Self is the long, curved arrow to the right in the diagram, and like an electron jumping to a high energy state, it takes tons of energy to put on, or to fake.

Eventually the person tires out of being fake or false, and falls down exhausted to their original True Self again—at a lesser energy and therefore lower health or maturity. This is why False Self is dependent on WIN/LOSE behavior. It is by definition, destructive to yourself or others. You can’t maintain that high-energy state forever by yourself without USING OTHERS.

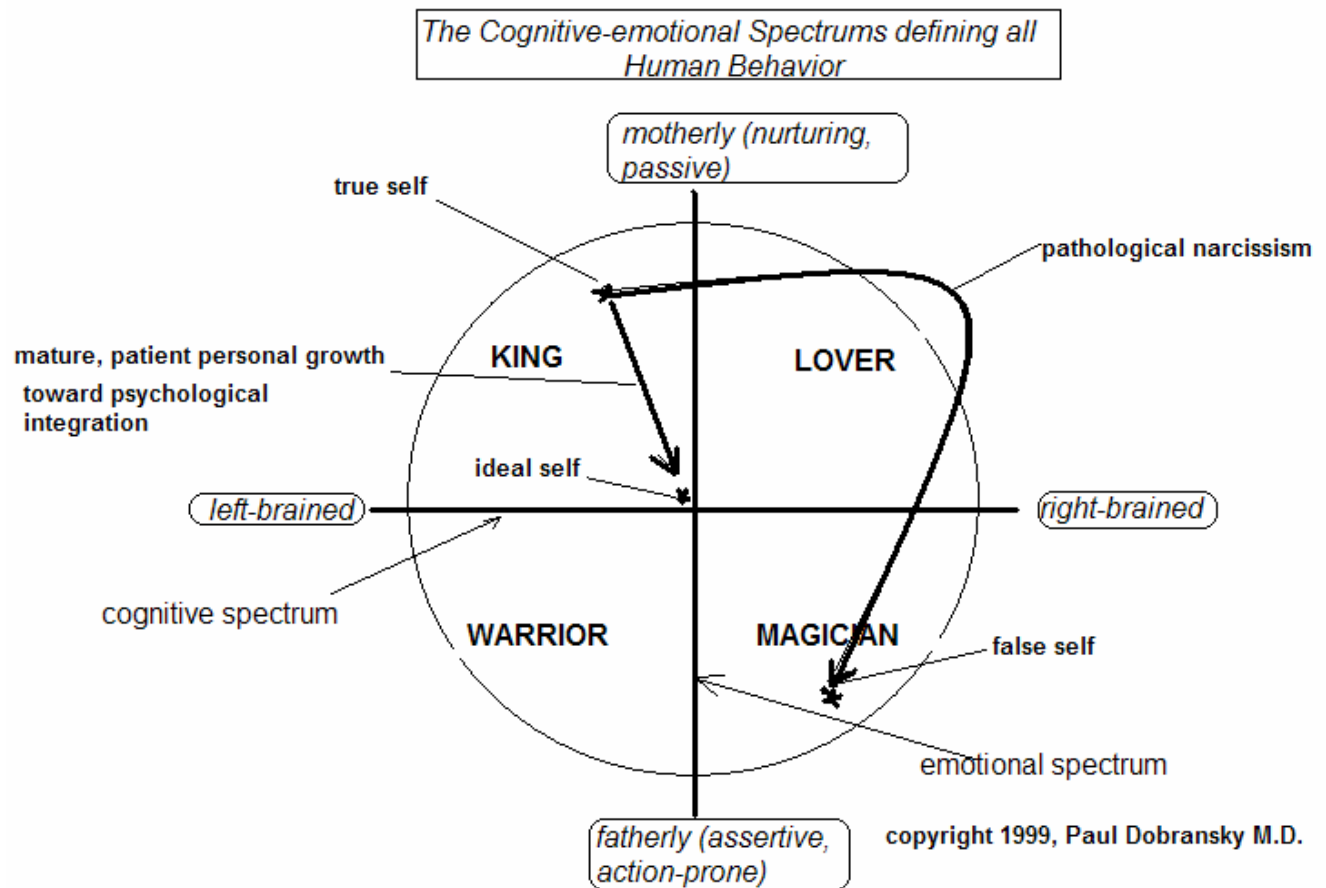
Imagine that your functional position psychologically was actually an electron in an atom. It would take a lot of external energy to make it “jump” to the higher energy state called False Self. Sooner or later, it would “run out of energy”, or find its external energy source cut off, and it would drop down to an even LOWER energy state than it was originally. This is what the narcissism of “putting on a false self”, or façade or persona to the world does to us. It burns out our energy to put on airs, and is therefore a form of suffering. Just like the little boy burns energy “wishing he was a fireman” and doing no real work to become one, our False Self persona “burns” our emotional energy and that of the others who intimately care for us.

The way to get from True Self more directly to Ideal Self (or Psychological Integration) is to practice all the things I have taught you. Use more mature character with slow patient discipline, like a martial artist in training, or like a symphony musician. Practice, practice, practice.



You'll be taking the straight, short arrow to the left on the diagram. Then you are taking immature temperament and converting it more into mature *personality* around that *temperament*. Thus, you move from the edge of the circle slowly toward the center—under your own power and effort—not using others, but working in a WIN/WIN way.

Defeating narcissism in yourself by using Observing Ego to spot destructive, WIN/LOSE moves on your part is a good thing for your business. Just as the position of False Self can drop down to seriously lower energy after it is done “using” others’ energy, the manager of a company who has great power but also great narcissism can find himself with the rug of employee defections pulled out from under him at the worst possible time. He may blame the employee, but it is due to his narcissism as the cause of his lack of leadership ability.



When we use this term, “leader”, what do we mean? Well to the layperson we might simply say that it is ANY person who holds power or authority, right? We also have learned much about the economics of psychology though. If psychological currencies can be traded with each other, and those can be traded for money and vice versa, a person’s career or business is very shaky if it is held together by mere money. This is an effect of narcissism, or immature psychology on the part of the manager. People will follow wherever the money goes, and we see that often in today’s corporate environment. Not many people stay in a job out of true loyalty to a manager.

Well what causes this effect? It is that money can buy illusory power and position? Do you remember what happens to a parent's ability to raise mature children, generation after generation? Without deep character instruction such as that afforded by the tenets of religion or of psychoanalysis—both of which have seen dwindling numbers of adherents in the last century—there is no force of instruction from a higher spiritual level in typical American life.

So generation after generation, the parent can instruct his or her children ONLY to the level of maturity they themselves have achieved. In other words, *psychological age does NOT match chronological age*. Further still, with everyone working constantly just to pay the bills, there is no time to be present minded—the only place that Observing Ego can be used and therefore that personal growth can happen. So in this day and age, there is no instruction on character growth, and no time for instruction if it existed. Generation by generation, the populace becomes less and less mature, but MONEY can buy high station and position regardless of the “leader's” character maturity and integrity.

So in MindOS™, we found in the prior chapter that *leadership is politics + power + communication* ability, with a special emphasis on *wisdom*, yet common leadership does not require intelligence, or a storehouse of knowledge that costs us TIME to acquire.

I'd like to propose that there is yet a higher level of leadership and one absolutely necessary in business in order to form a more durable company that does not lose employees, but rather motivates them to work together as one unit—*servant leadership*.

SERVANT LEADERSHIP FOR PSYCHOLOGICAL INTEGRATION

A “servant leader” is characterized by not only mastery of politics, power, and communication, but by intelligence too—someone who has spent time learning many fields and human behavior itself—and capable of teaching all of it to others. Maybe that is the same as the old Platonic/Aristotelian ideal of “philosophers” as leaders, but so be it.

If you run a company, family, community, or nation by mere force or fear or money alone, you are on the shaky ground of narcissism and false self. You will not last, and people will not be truly loyal to you. But if you have built your character and psychological maturity so strong as to approach *integrity*, you will find that people won’t leave you alone even if you are temporarily failing at your ventures.

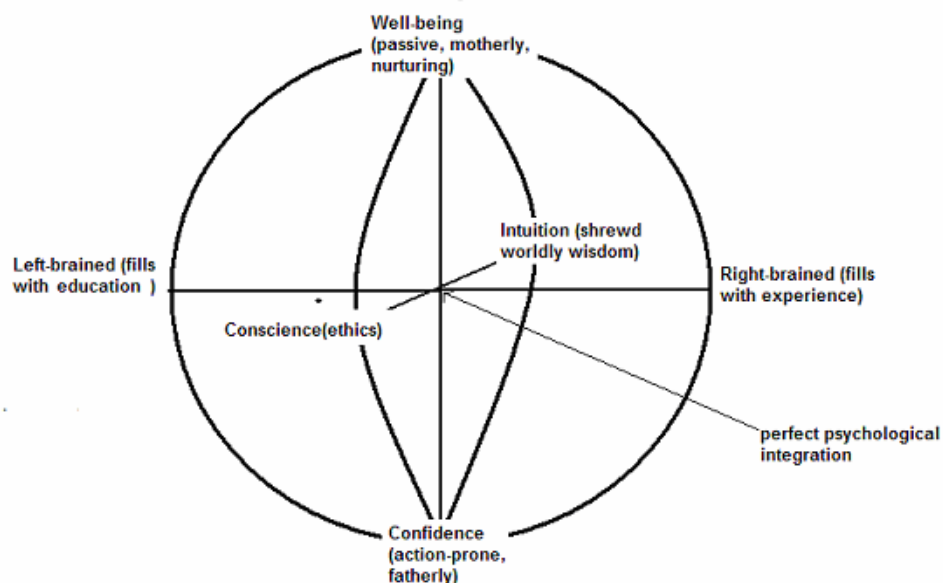
To run a company or be a leader, you can’t simply BE mature and set examples, you have to have the *intelligence* to teach others to rise up in their character too—the ultimate in WIN/WIN behavior that has been called *generativity*. Generativity is “giving to the next generation”, a kind of fatherly, mentoring role for others that doesn’t simply PAY them or inspire FEAR in them to get their allegiance, it PARENTS them toward higher maturity and a joint goal of Durable Fulfillment.

In your efforts, I hope that you can help others along in this way, so that they too can find strength, bliss, success and freedom along with you. As you do so, you will find that the members of your organization start to work toward goals in synchrony, and in a way they TRULY believe in—because they can feel the rewards coming in bit by bit in their PERSONAL lives as well as merely at work.

In this way, you can get people to bring their “whole selves” to work—which is an interesting term, synonymous with their own *integrity*.

Psychological Perfection: A Goal Never to be Reached, but a Guide to Life

a 3-D x-ray view of the Psyche: the three internal psychological resources: Emotional Energy, Cognitive/Intellectual data form, and Volitional/Decision-making source balance



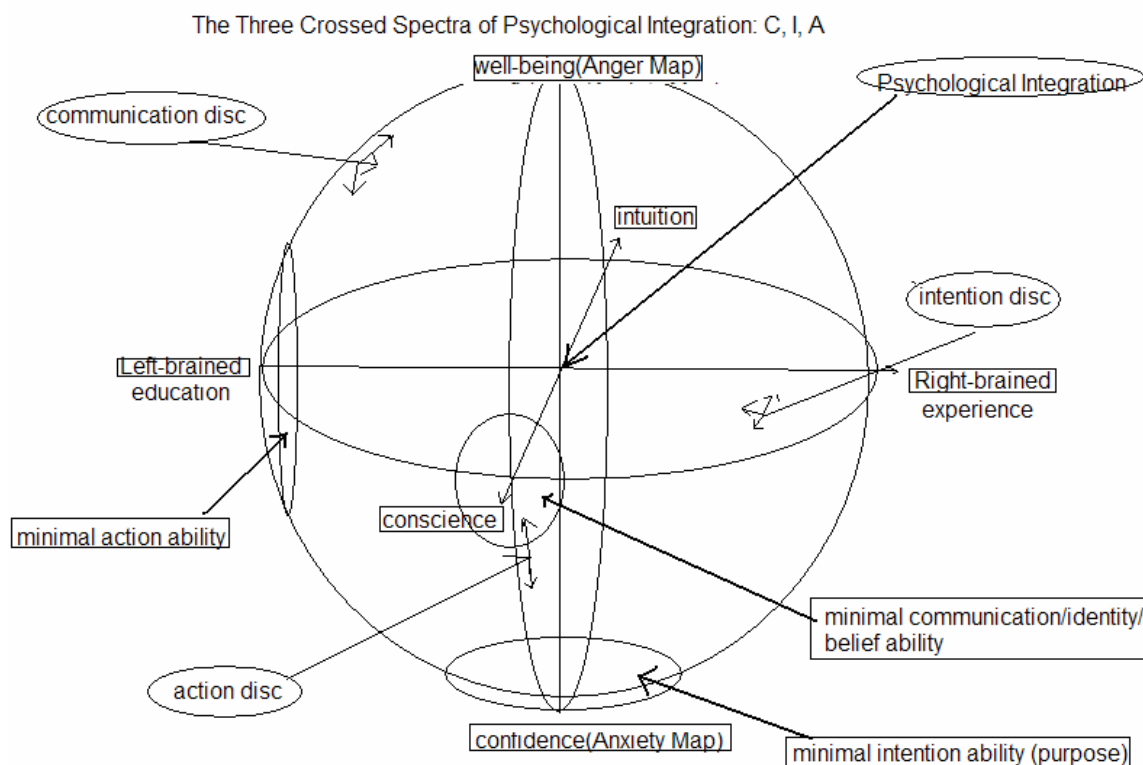
Let's try merging all three crossed spectra—identity/communication, action, and intention, or purpose. Now you have a 3D sphere where your current psychological function is represented by a point on a Cartesian Coordinate system. This is your full-view, quantum psychology—your psychology operating by the same rules as an atom!

Just look at this fantastic diagram of ALL that you are inside! Instead of just showing two spectra in 2D form, we are showing all three inner resource spectra together, in crossed axis, Cartesian Coordinate form on a spherical grid. What this means is that you can now plot your exact position of psychological function in terms of ALL your inner resources. Perfection of psychological integration is located in the center.

If your function is a bit destructive, your “point” will be either above the plane of the paper into too much conscience and naivete, or below the plane of the paper in too much intuition and amorality. So ANY human behavior state is represented somewhere in the sphere, and now you know EXACTLY how to adjust your course to move toward that center. Why? Because you know exactly how to build conscience, intuition, education, experience, well-being, and confidence!

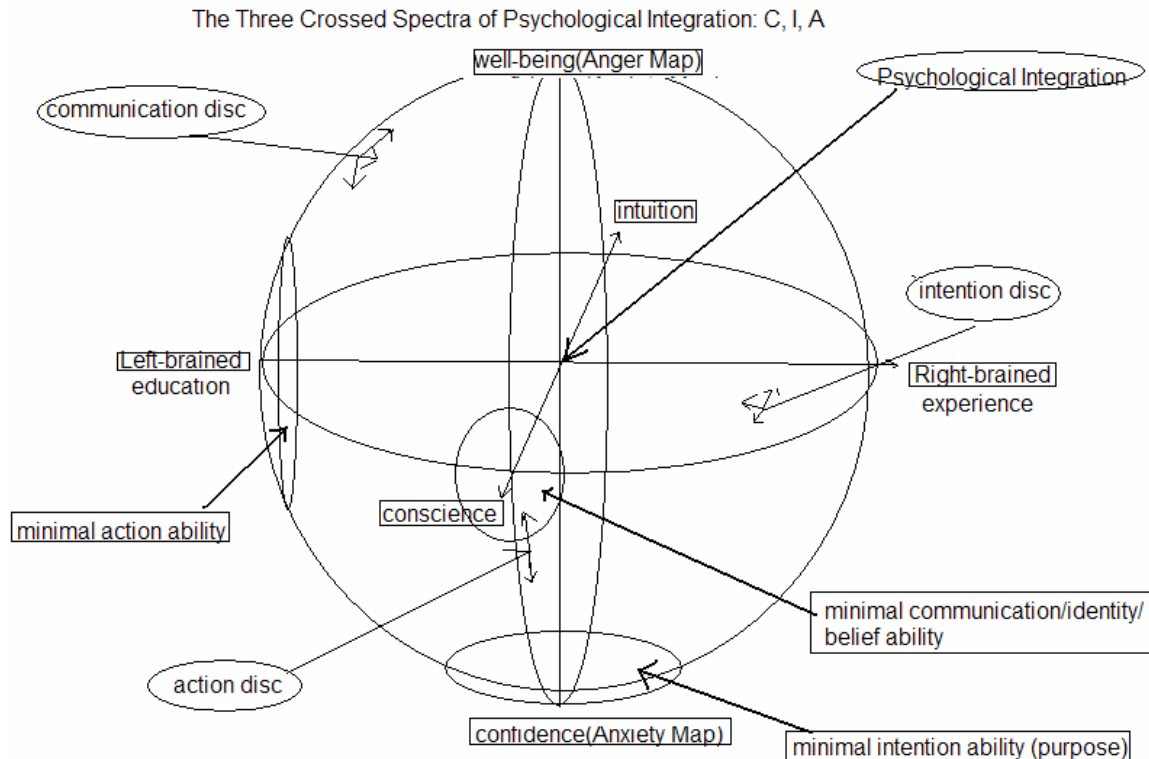
Using these six skills plus putting doors on your boundary instead of leaving holes or walls will ALWAYS help you move toward more Durable Fulfillment, psychological integration, and leadership position in society, your company, community or family.

Now take notice of how there are actually three 2D discs in the sphere when there is “perfect” function of one of the three inner resources of emotional energy, intellect, or decision-making:

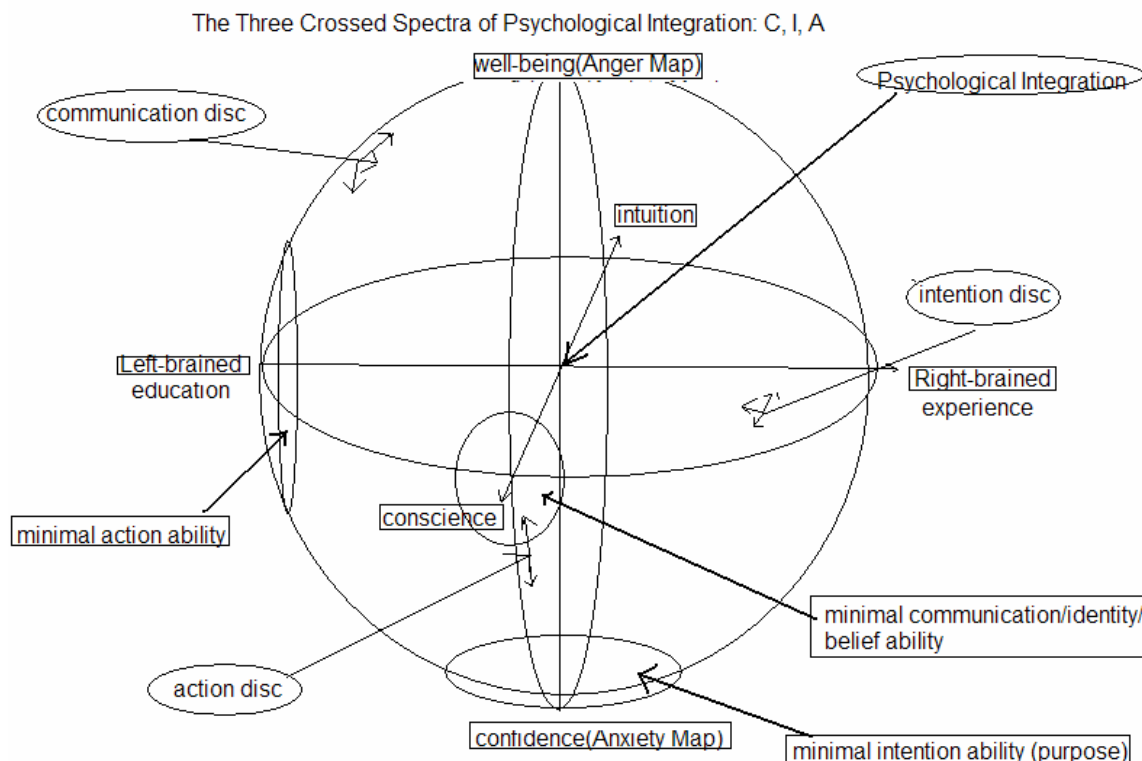


You have “maximum” *communication* ability when your decision-making is also “perfectly” in *wisdom*. You have “maximum” *intention* (or purpose) for your life when your emotional energy is “perfectly” in *bliss*. And you have “maximum” *action-taking* for your life when your intellect is “perfectly” in genius mode or *intelligence*.

This graphical way of looking at behavior is simply showing us that to get maximal function out of any one skill or complex, combined skill, that balance of the others with it—*integrity*—gets us there automatically.

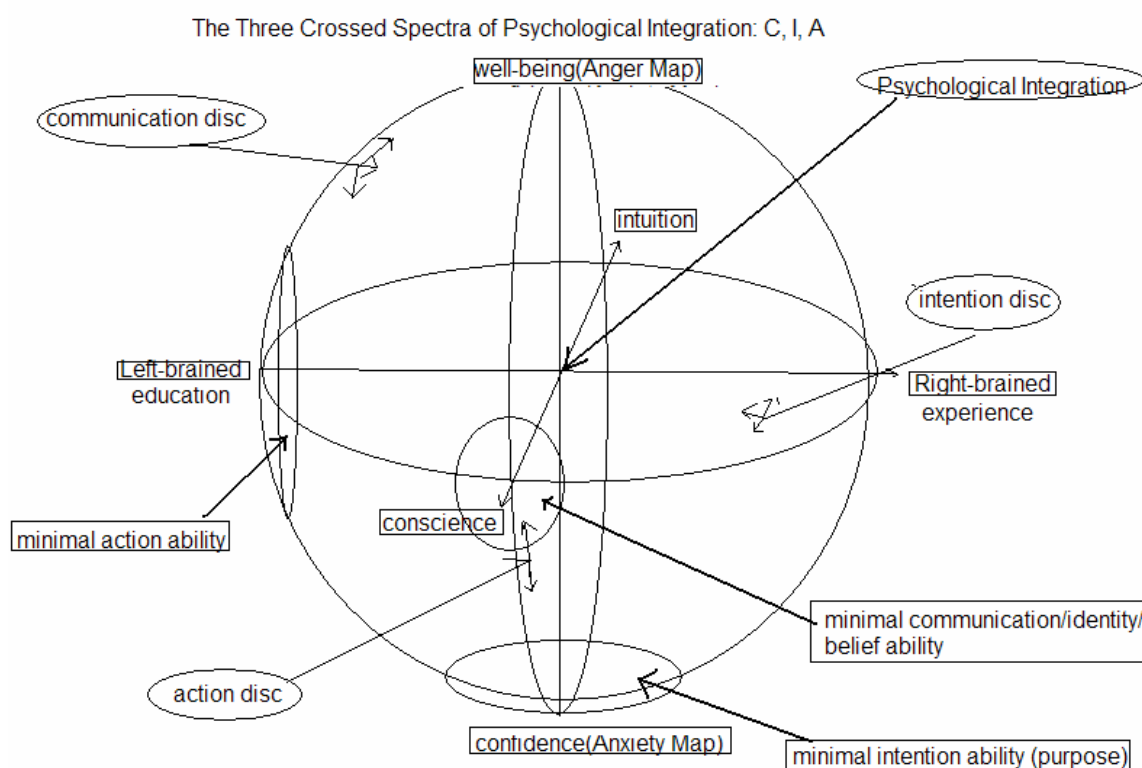


When we are far out on the edge of the sphere in character deficit, some of our “combined” human skills diminish. For example, if you are overly obsessive and lacking experience intellectually, the disc representing action significantly diminishes the closer you get to extreme obsession. If you are so “obsessed” with something that you cannot think of anything else, then when in the world are you going to take action in your life? You are “locked” in your head.



Another example would be if you are very naive, far out on the decision axis toward conscience, and lacking intuition. At that point on the axis, your ability at communication (and therefore belief in your identity) will severely diminish, causing you to “lose your sense of self”, and others to not have a good read on what you are all about or believe in. Your individuality diminishes and you feel both trapped, and without a solid identity. People who are overly guilt-ridden and unaware of all the various environments there are out there to try on start to feel this way—trapped in their own morality and environment, a number in the crowd, and lack any unique voice in society.

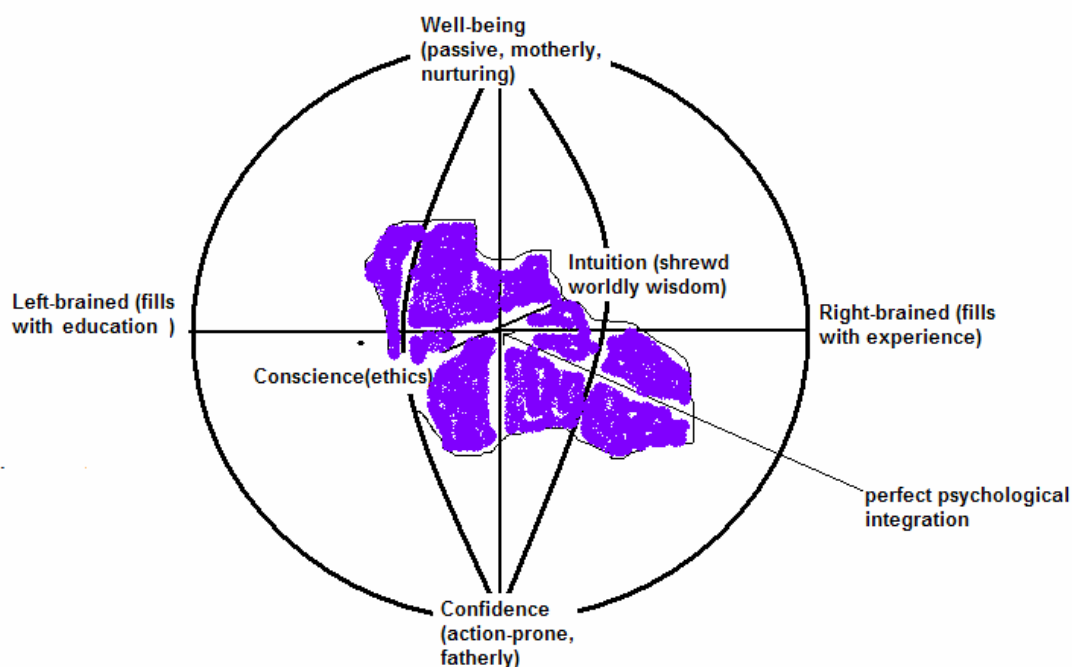
Further still, what if you are an overconfident person who is go-go-go all the time, and you lack the nurturing of motherly well-being in your life? You will see that the size of the disc for INTENTION diminishes sharply, the further out you go into confidence unbalanced by well-being. As a result, you lose a sense of PURPOSE or intention—the ability to plan out and get to what your goals are for life. Always frustrated with your busy schedule, and never growing your boundary size to where you want to be in life—much like the Hare in our original fable, who tries very hard to hop along, only to find that all that energy didn't win him the race. He didn't stop to strategize.



Now you see how combining all our resources in this kind of diagram helps us analyze any personal or business problem even if they are very complex problems in need of very complex skills.

We can even plot multiple peoples' function within the sphere, or in any disc within it, in terms of personnel breakdown of a company or human group, to analyze the *group skill and behavior* of that company! Remember that I told you at the beginning of this book—a company IS legally a PERSON. And so all the individuals in the company add up to make the total function of the company as a whole. You actually can plot a diagram like an ink blot that essentially shows the exact SHAPE of the “soul” of your company by doing this. (And MY company can come in and do that FOR you in detail, providing instruction on corporate psychological change).

a 3-D x-ray view of the Psyche: the three internal psychological resources: Emotional Energy, Cognitive/Intellectual data form, and Volitional/Decision-making source balance



So above is a sample plotting of the very “shape” of a company’s “soul”, or “group psyche”, where a dominance of the employees are in the Warrior Temperament, and have good ethics. They have a generally good balance of psychological function and good character though.

A company in trouble will have a very skewed diagram plot, out of balance and with much of the function in the sphere's outer edges. Interesting, right? But now we know exactly what to do to fix the problems of such a group or company.

These “master diagrams” such as the sphere, the discs within it, and the anger and anxiety maps represent an easy “graphical interface” for you to understand all human behavior with. In this sense, they are like the nature of WINDOWS operating system.

Mind OS™ then, as the operating system of the human mind DOES work just like WINDOWS™--phenomenologically simple appearing, visual and easy to use with normal everyday words on the surface.

But “underneath” the pictures, as in a computer's “machine code” or “source code”, there is complicated and elegant science at work, a true unification and synthesis of the ideas of dozens of former theories such as Self Psychology, Cognitive-Behavioral Therapy, Psychodynamic and Freudian Therapy, Object Relations, Jungian theory, Dialectical Behavioral Therapy, Cognitive Science and AI, “Positive Psychology”, NLP, and a host of others posited in both hard science and the self-help industry

A sphere, whose center is “perfect” psychological function, with wisdom, genius or intelligence, and perfect, durable bliss, “perfect” character whose reward over a lifetime is “perfect” Durable Fulfillment, a goal that is impossible to reach, for that would be the functioning of GOD. These traits are only something to AIM for, and be content with doing our best.

But from a symbolic and theological sense, notice something about my integration diagram: we humans like to measure things in square, or “cartesian” coordinates, and yet those coordinates are cast within a circle or sphere, known to be the “perfect” shape, the “shape of the Divine”. And so built into this diagram is the symbolic notion of man in the terrestrial measure, aspiring toward the impossible to reach “Divine” measure.

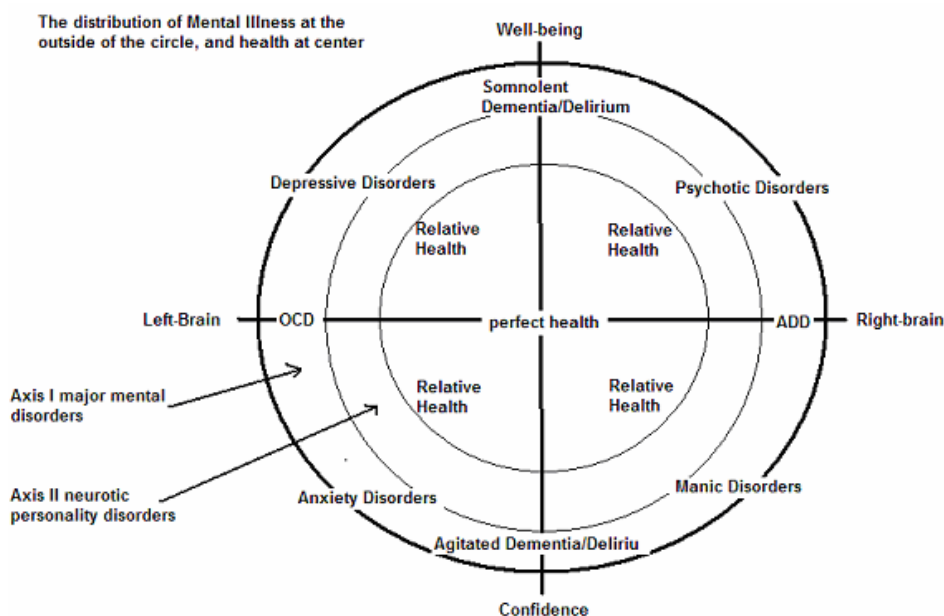
If in the Judaism tradition, sin is “missing the mark”, then we imperfect humans will always do so, but we can always be working to improve our aim, to be more on the mark of high character that God condones and loves us to aspire to.

Let’s end by going back down to the level of an individual and his or her general psychological “health”.

These kinds of diagrams are not just self-help. They directly correlate with the phenomenology of psychiatric science too. I do not want to go too much into it here (maybe a separate book), but all the working parts of your psyche also correlate with the relative health or diseases well-known to psychiatrists. In fact, you can even plot the exact locations of “areas of function” for each and every psychiatric illness in what is called the DSM-IV, the bible of psychiatric diagnosis.

In the DSM, what are called major mental illnesses or “Axis I Disorders” are simply very far “out of balance”, seen in the outer ring of any of my diagrams. The personality disorders, or so-called “Axis II Disorders” are functioning in a second, inner ring. Problems not diagnosable which used to be called “neuroses” are located further in the rings still, and then a ring of relative mental health—not exact center, but close.

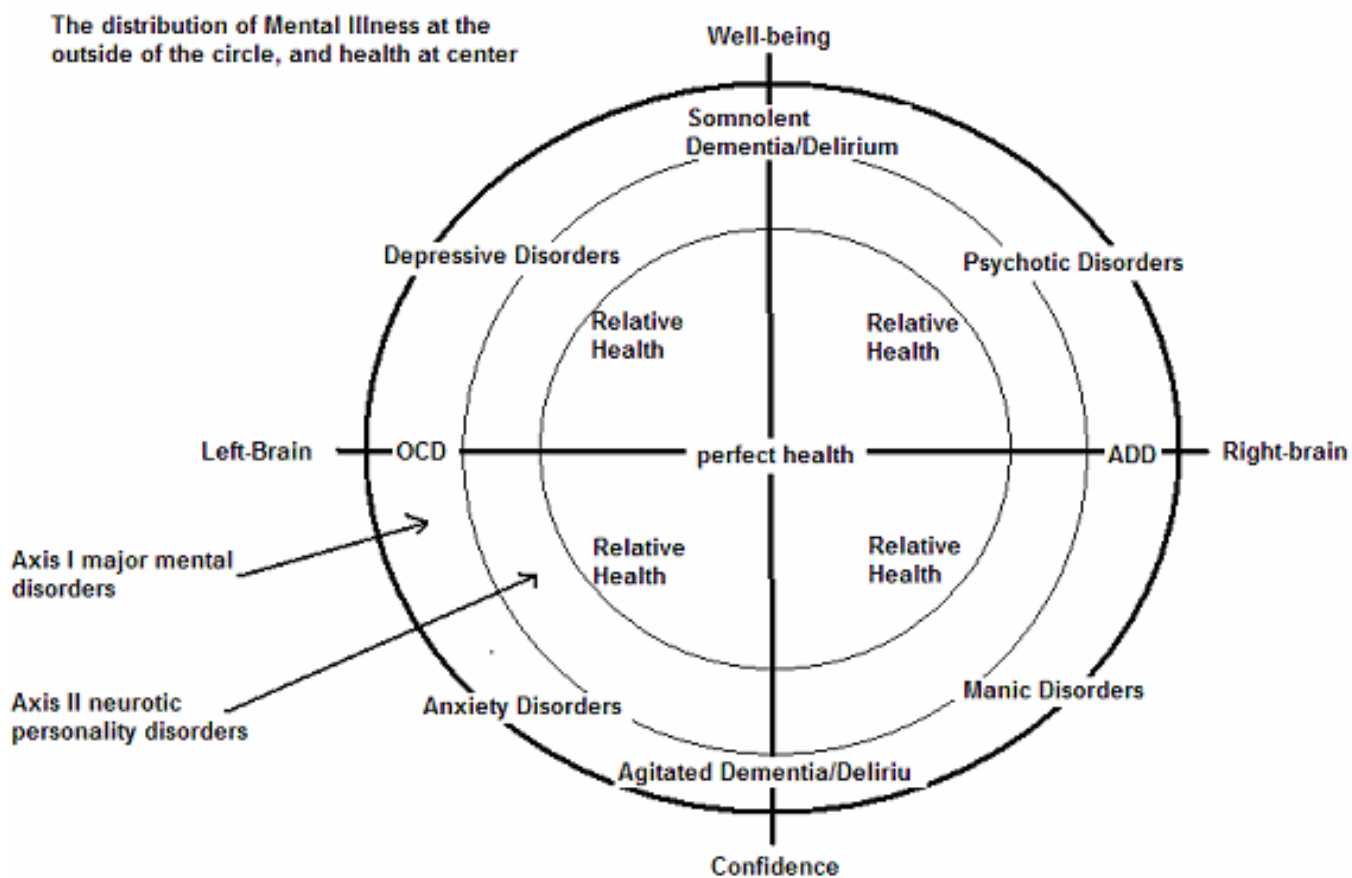
Psychiatric Illness vs. Health



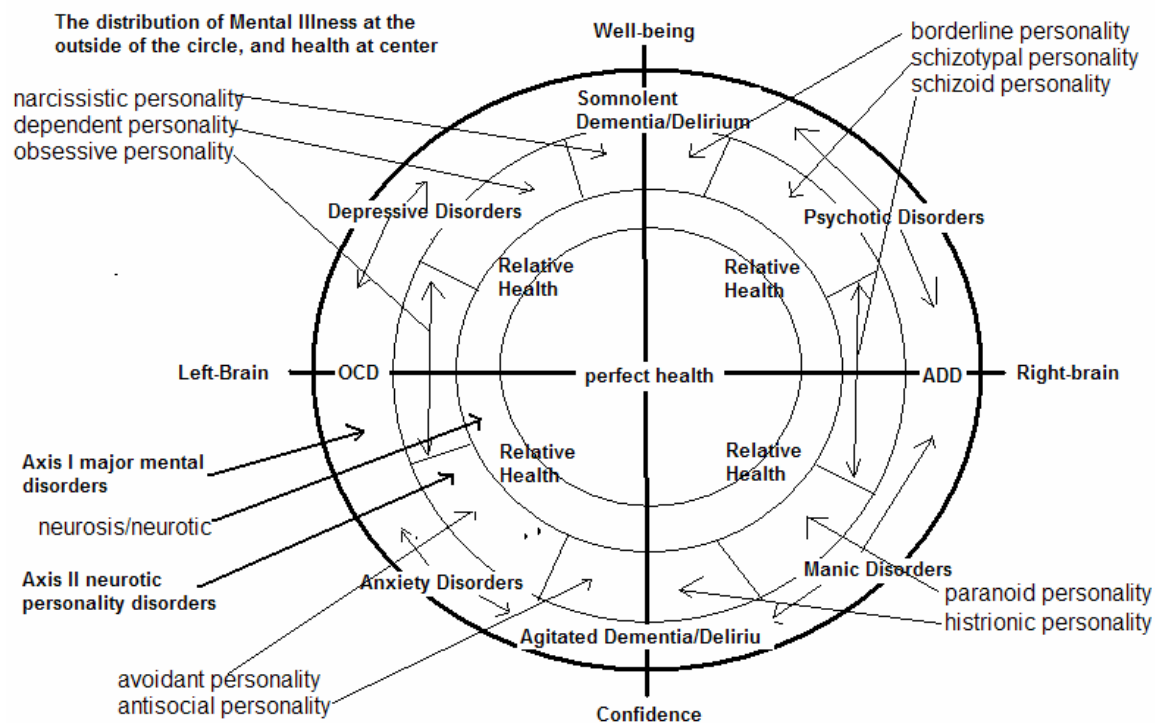
Well all that talk about ancient kings and warriors. How does it connect to modern health and illness?

Well, as we learned, “phenomenology” is simply about “what you see on the surface”, without necessarily explaining what is underneath, operating.

The ideas of Mind OS are “timeless”. They explain what we know of the various theories of psychology, put into one synthesized, unification theory model. As such, the phenomenology of modern psychiatric disease classifications would be seen at left, with “Axis I” disorders far out into unhealthy regions, “Axis II or personality disorders” a bit more functional in society, and then relative psychological health near the center of the circle. At any given time of any given day, you could actually PLOT your psychological function at a POINT on the graph above. Then one could phenomenologically say whether you have a particular psychiatric illness, a character problem, or relative health.



Depressive disorders are located in the quadrant of the King Temperament, psychotic disorders are in the Lover Temperament, manic disorders are in the Magician Temperament, and anxiety disorders are in the Warrior Temperament. Interestingly the disorders called personality disorders (Axis II disorders) perfectly correlate with the symptoms of the more severe Axis I disorders in the outer ring around them.



Interestingly, many of the “personality disorders” resemble some of the major mental disorders only like the penumbra of a shadow—they are relatively more functional, but still with some imbalance of the 4 elements of psychology. As such, borderline, schizotypal, and schizoid personalities all resemble psychotic disorders for a very good reason now you see. Paranoid and histrionic personalities resemble a manic person with bipolar, avoidant and antisocial personalities can resemble anxiety disorders, and narcissistic, dependent and obsessive personalities can also get easily in a depressive disorder.

People with borderline and antisocial personality often pair up as friends and lovers, as do narcissistic and histrionic people—they can often even look like each other. Why? Because of that False Self we discussed earlier, when we put on airs as if we are the opposite of who we truly are.

These people are just jumping directly across the circle in psychological space, which is why they are often attracted to each other too—in a strange sort of way, folks with opposite personality disorders complement each other, as do depressed and manic people. The ideas of self psychology join together with psychodynamics in this way, and in a moment, you will see even with Jungianism.

Certain disorders correlate phenomenologically with the four Jungian Temperaments. The King Temperament correlates with folks who get depressed or have narcissistic, dependent, or obsessive personality disorder, as well as folks with this kind of neurotic problem. The Lover Temperament correlates with psychotic disorders (love is mad!), borderline, schizotypal and schizoid personalities. The Warrior Temperament correlates with anxiety disorders, and avoidant, antisocial personalities, and the Magician Temperament correlates with bipolar manic disorders and paranoid and histrionic personalities.

You now see a way to very much TAILOR therapy for these kinds of disorder, and how a true synthesis of all the schools of psychology into one integrated model is quite helpful. This is a true unification of psychiatry and self-help.

But this model leaves out the BIOLOGY of illness that can only be helped totally with medicines. Back to the beginning chapters, you may recall that all psychiatric problems have BIOLOGY, PSYCHOLOGY, and STRESS to them as causes. What we have covered has been ONLY the psychology and stress parts of illness.

The BIOLOGY part often needs medicine to help it. But while this is NOT a course in medicine or meant as a medical treatment, the food for thought in this seminar is hopefully helpful for people in the psychology and stress areas, a reminder that you have power to do good things for yourself and your mental state, through your decisions, actions, and character growth.

Character growth is something that used to be comprehensively taught through Psychoanalysis, the only form of therapy that is so deep or technological as to be able to do this. And for millenia prior, it was the teachings of organized religion that accomplished the same thing for people.

These ideas are in line with any individuals personal spirituality and can work hand in hand with it, encouraging it. If you look at some of the words we use in Mind OS, notice that things like regret, revenge, worry, complaint, jealousy, destructiveness, hurt, loss, impulsiveness and others are often mentioned in religions also, as sins for example. Now you see where science comes in to those old, wise teachings on human character.

What all this means is that the formal academic designations for psychiatric illness perfectly correlate with the more philosophical graphic design of the MindOS™ system, and normal everyday self-help and pop culture terms. In other words, biology and psychology DO have a direct relation through this system. Future uses of the above diagram may prove useful for predicting the effectiveness of certain classes of medication.

Since the design of this whole patented system applies to energy systems and their forms, it will be useful for many future developments in science and psychology.

Mind OS: the operating system of the human mind

Thank you for reading perhaps WAY more than you bargained for. This body of work represents a global encyclopedic model of psychology—the only true unification theory of psychology and totally visual representation of it. It is the culmination of my entire adult learning efforts, in science, in self-help, in meeting thousands of people and learning from their unique stories, from the study of many of the world’s major religions, and the study of mythology and the writings of the likes of Joseph Campbell, Karl Jung, Freud and others. You may NOT use it on a large corporate scale in your business, healthcare, or coaching program to profit from it without a license. I have a definite “boundary” on that and have copyrighted and patented all this work. However, for your own personal use or not-for profit business use, feel free to explore the model and your own mind.

It is meant simply to be an alternate view for your consideration, food for thought, a push toward curiosity about the wonders of your life.

While it is elegant, meaning “simple on the surface, but synthesizing of the complex underneath”, Mind OS is intended for your use in personal life, business, conflict resolution, teambuilding, sales and marketing strategy, relationships and romance, and any other human endeavor involving groups of people who want to work together to find fulfillment.

This is the very operating system of your mind. Now you are fully trained in how to use it, repair it, communicate with others with it, succeed with it, be happy with it, find freedom with it, and all other skills that mature, fulfilled people enjoy.

Thanks for reading.

Each and every one of the principles you've learned apply to groups as well as individuals. For example, legally, a business is considered to be a "person" as a legal entity. A business has a boundary, decision-making, intellectual property and a "brain trust", and emotional energy that it runs on. As we know, energy can be converted into any other type or currency. So to run a business well, you must run its psychology well too.

Feel free to refer other individuals and businesses to Mystery Industries L.L.C. and the Mind OS™ products, seminars, trainings and services. We appreciate you!

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The material presented here is not meant to be medical treatment, but simply entertainment and food for thought to get you more interested and involved in running your life's course.